Town of Holden • Massachusetts

FY 2016 BUDGET

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Town of Holden
MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

Jacquelyn M. Kelly
Town Manager

FY 2016 BUDGET TRANSMITTAL
TO THE MEMBERS OF THE BOARD OF SELECTMEN AND FINANCE COMMITTEE

I herewith submit for your review the Town Manager's proposed Budget for FY 2016 (July 1, 2015 through June 30, 2016). This budget contains my recommendations for appropriation amounts for the various Town Departments along with background information, programs, and expenditures. My budget message and Resource Profile will be presented at the Resource Profile Meeting.

For a fourth consecutive year, the submitted budget taxes below the levels authorized by Proposition 2 ½. The FY 2016 Budget as proposed, continues our commitment to taxpayers of delivering quality public services that are effective and efficient, while strengthening our reserves in both the General Stabilization and Special Funds, and maintaining a balance in Free Cash. This means that the taxpayer will receive some relief without experiencing a decrease in Town services.

The Budget maintains the Town's strong financial position. It is very important that the Town maintain strong reserves and a stable outlook. Our positive financial position has resulted in a recent confirmation of our 'AA' bond rating by Standard & Poors Rating Service. We re-funded previously issued 'callable' debt in December 2014 and due to market forces and our excellent credit rating, we expect to save taxpayers approximately $1 Million in debt service payments over the remaining life of the bonds. This is an example of the powerful effects a strong financial position and a good credit rating can provide for our residents.

Overall, the proposed FY 2016 Operating and Capital Budget continues to fund our required and mandated costs such as education, while maintaining our municipal services at their current level. It is a matter of balancing our resources, providing our taxpayers good value for their taxes, following policies that provide financial security, and building financial reserves for future needs.

I look forward to working with the Board of Selectmen, the Finance Committee, and other interested citizens to produce a final budget that meets the needs of the citizens of Holden.

Jacquelyn M. Kelly
Town Manager

February 13, 2015

BUDGET SUMMARY

	Actual FY 2012	Actual FT 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Request FY 2016	Manager FY 2016
General Government	4,419,799	4,400,811	4,526,064	5,154,884	5,048,099	5,433,735	5,408,226
Public Safety	4,098,447	4,166,850	4,275,902	4,549,133	4,520,722	4,833,116	4,659,615
Public Works	2,191,411	2,600,934	2,528,612	2,679,871	2,618,793	2,798,105	2,734,156
Human Services	315,961	278,993	299,299	345,351	315,791	324,144	324,144
Culture	748,202	737,635	785,082	808,593	807,997	818,315	818,315
TOTAL MUNICIPAL	**11,773,820**	**12,185,223**	**12,414,959**	**13,537,832**	**13,311,402**	**14,207,415**	**13,944,456**
TOTAL DEBT	3,947,386	4,012,995	4,014,074	4,280,462	4,156,493	4,323,217	4,323,217
TOTAL EDUCATION	21,249,850	22,281,873	22,459,302	23,247,444	22,728,181	23,566,853	23,566,853
TOTAL MUNICIPAL, DEBT AND EDUCATION	**36,971,056**	**38,480,091**	**38,888,335**	**41,065,738**	**40,196,076**	**42,097,485**	**41,834,526**
OTHER FUNDS							
Water/Sewer Enterprise Fund	5,352,496	5,743,349	5,704,740	6,585,090	6,012,351	7,098,637	7,065,227
Water/Sewer Stabilization Fund	193,836	103,948	106,413	173,652	173,652	173,652	173,652
DPW Depreciation Fund	282,962	349,935	511,390	611,234	611,234	861,234	861,234
Recreation Revolving Fund	306,384	285,019	308,868	445,065	426,484	365,458	365,458
Before/After School Revolving Fund	287,650	289,864	282,656	334,228	313,798	323,542	323,542
Cable Revolving Fund	182,033	239,790	269,279	304,960	304,938	302,695	302,695
Solid Waste Enterprise Fund	1,049,878	1,035,984	1,084,822	1,147,423	1,143,723	1,160,149	1,147,249
Inspection Revolving Fund	200,985	191,258	222,402	241,829	231,079	270,635	251,635
Fire Vehicle Stabilization Fund	203,030	155,777	414,900	565,347	565,347	565,347	565,347
General Stabilization Fund	302,252	677,681	1,448,930	2,128,264	2,128,264	2,628,264	2,628,264
Infrastructure Investment Fund	1,672,280	1,553,682	1,454,821	1,328,257	1,328,257	1,328,257	1,328,257
TOTAL OTHER FUNDS	**10,033,786**	**10,626,287**	**11,809,221**	**13,865,349**	**13,239,127**	**15,077,870**	**15,012,560**

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BUDGET CALENDAR

Department Capital Budget Submission	November 14, 2014
Departments Submit Operating Budgets	November 14 – December 5, 2014
Town Manager Review	December 8 – January 30, 2015
Overall Financial Plan Developed	January 9 - January 20, 2015
Budget Production	February 2 - February 13, 2015
Budget Submission	February 13, 2015
Finance Committee Budget Review	February 18 - March 31, 2015
Last Day to Submit Warrant Articles	April 1, 2015
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 6, 2015
Post Warrant for Annual Town Meeting	May 1, 2015
Town Reports Available	May 11, 2015
Annual Town Election	May 11, 2015
Adjourned Annual Town Meeting	May 18, 2015

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Request FY 2016	Manager FY 2016
GENERAL GOVERNMENT							
Moderator	100	100	100	165	165	165	165
Finance Committee	181,351	176,249	151,618	151,586	151,786	151,786	151,786
Selectmen	21,166	22,523	22,231	29,170	28,965	29,500	29,500
Town Manager/Personnel	348,595	352,044	327,766	452,329	452,735	484,988	484,988
Information Technology	229,440	245,368	284,897	373,619	372,925	394,519	379,519
Finance							
Accounting	143,203	138,956	144,540	176,031	163,687	179,863	179,863
Treasurer/Collector	242,582	256,526	240,451	279,770	267,089	272,688	274,688
Assessors	210,706	244,599	154,241	180,333	175,880	184,381	184,381
Legal	126,375	148,132	230,962	195,000	195,000	195,000	195,000
Town Clerk	178,256	207,594	186,961	224,561	226,754	225,946	225,946
Non-Departmental							
Insurance	1,733,309	1,452,648	1,493,191	1,666,500	1,589,820	1,785,500	1,774,200
Retirement	802,434	931,617	1,063,564	1,185,595	1,185,595	1,283,500	1,283,500
Growth Management	202,282	224,455	225,542	240,225	237,698	245,899	244,690
TOTAL	**4,419,799**	**4,400,811**	**4,526,064**	**5,154,884**	**5,048,099**	**5,433,735**	**5,408,226**
TOTAL DEBT SERVICE	**3,947,386**	**4,012,995**	**4,014,074**	**4,280,462**	**4,156,493**	**4,323,217**	**4,323,217**

TOWN MODERATOR

The Town Moderator presides over and regulates all proceedings at the Town Meetings. The Moderator performs many duties in order to conduct an orderly meeting. A few of the duties include casting the deciding vote in the event of a tie, removal of a disorderly person, encouraging questions about the issue at hand, permitting a person to address the forum and making public the final vote on an issue. The Moderator appoints members to the Finance Committee.

DEPARTMENT	FUNCTION	FUNCTION CODE
Moderator	Moderator	01-114
DEPARTMENT HEAD	**PREPARED BY**	
George Balko, III		

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
100	100	100	100	100	5120	Moderator	100	100
100	**100**	**100**	**100**	**100**		***Total Salary & Wages***	**100**	**100**
0	**0**	**0**	**0**	**0**		**# Personnel F/T**	**0**	**0**
1	**1**	**1**	**1**	**1**		**# Personnel P/T**	**1**	**1**
0	0	0	15	15	5731	Association Dues	15	15
0	0	0	50	50	5733	Expense of Meetings	50	50
0	**0**	**0**	**65**	**65**		***Total Expense***	**65**	**65**
100	**100**	**100**	**165**	**165**		***Total Budget***	**165**	**165**

FINANCE COMMITTEE

The Finance Committee is appointed by the Town Moderator as an advisor to Town Meeting, and is mandated by town By-Laws to conduct thorough reviews of municipal financial issues on behalf of the community. The FinCom is primarily responsible for considering matters related to the appropriation, borrowing and expenditure of money, but may make recommendations to the Town or to any Town board, official, or committee relative to other municipal matters.

The Finance Committee belongs to the Massachusetts Association of Town Finance Committees which provides members with a Massachusetts Finance Committee Handbook, a monthly informational newsletter on current crises and events, and a resource person in the Executive Secretary. Members attend informational meetings and conferences.

The Reserve Fund provides for extraordinary or unforeseen expenditures. A town may appropriate a sum not exceeding 5% of the tax levy of the current fiscal year. Money is transferred out by the Finance Committee where it feels a requested transfer is one which a special town meeting, if called, would approve, thereby saving the delay and expense of a special town meeting. Unexpended amounts are closed out at the end of the fiscal year to free cash.

DEPARTMENT	FUNCTION	FUNCTION CODE
Finance Committee	Finance Committee	01-131
DEPARTMENT HEAD	**PREPARED BY**	
Joseph Dolak	Joseph Dolak	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
0	0	0	0	0		Clerical	0	0
0	**0**	**0**	**0**	**0**		***Total Salary & Wages***	**0**	**0**
0	**0**	**0**	**0**	**0**		**# Personnel F/T**	**0**	**0**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
0	0	15	50	50	5343	Postage	50	50
0	278	0	100	100	5421	Office Supplies	100	100
231	231	236	236	236	5731	Association Dues	236	236
1,120	547	1,367	1,200	1,400	5733	Expense of Meetings	1,400	1,400
180,000	175,193	150,000	150,000	150,000	5781	Reserve Fund	150,000	150,000
181,351	**176,249**	**151,618**	**151,586**	**151,786**		***Total Expense***	**151,786**	**151,786**
181,351	**176,249**	**151,618**	**151,586**	**151,786**		***Total Budget***	**151,786**	**151,786**

BOARD OF SELECTMEN

The Board of Selectmen is the legislative and policy making body of the Town composed of five members elected to three year terms. The Chairman of the Board is selected by the Board from among its members.

The responsibilities of the Board of Selectmen include: setting fees, issuing licenses and permits, adopting rules and regulations necessary for governing the Town; appointing a Town Manager and citizens to various boards and commissions; reviewing and adopting the annual budget; representing the Town at official Town functions and with other related organizations.

Once a year the Board of Selectmen provides an employee recognition cook out to honor employees for their hard work and years of service.

The Selectmen's budget provides monies to support community events such as a parade on Memorial Day and a Winter Festival in December. This year's budget consolidates funding into one line "Parades, events, concerts" and includes funding for the annual Bandstand concerts and the $500 for Holden Days which previously appeared in the Town Manager's budget.

DEPARTMENT	FUNCTION	FUNCTION CODE
Board of Selectmen	Board of Selectmen	01-122
DEPARTMENT HEAD	**PREPARED BY**	
Anthony Renzoni, Chairman		

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
5,150	5,150	5,150	5,150	5,150	5120	Selectmen Salary	5,150	5,150
1,806	2,250	1,586	2,250	2,000	5122	Selectmen Clerical	2,000	2,000
6,956	**7,400**	**6,736**	**7,400**	**7,150**		***Total Salary & Wages***	**7,150**	**7,150**
0	**0**	**0**	**0**	**0**		**# Personnel F/T**	**0**	**0**
6	**6**	**6**	**6**	**6**		**# Personnel P/T**	**6**	**6**
445	403	450	400	400	5301	Advertising	400	400
50	100	50	300	300	5343	Postage	300	300
713	664	933	950	950	5421	Office Supplies	950	950
1,000	1,000	1,000	1,000	1,000	5710	Car Allowance	1,000	1,000
2,726	2,767	2,809	2,820	2,865	5731	Association Dues	2,900	2,900
2,580	3,209	2,604	3,800	3,800	5733	Expense of Meetings	3,800	3,800
1,696	1,985	2,280	2,500	2,500	5780	Employee Appreciation	2,500	2,500
5,000	4,995	3,869	0	0	5792	Memorial Day Parade	0	0
0	0	1,500	10,000	10,000	5793	Parades, Events, Concerts	10,500	10,500
14,210	**15,123**	**15,495**	**21,770**	**21,815**		***Total Expenses***	**22,350**	**22,350**
21,166	**22,523**	**22,231**	**29,170**	**28,965**		***Total Budget***	**29,500**	**29,500**

TOWN MANAGER

The Town Manager serves as Holden's chief executive officer and has responsibility for direction of all management, finance and personnel functions and supervision of departments. The Town Manager deals with all aspects of Town government.

The Manager and her office staff provide significant administrative support to the Board of Selectmen in the areas of agenda preparation, providing research and background information and in town meeting preparation. An important portion of that support is in the area of providing follow-up research and resolution of items brought up by the Board of Selectmen at their meetings. Printing of the Board of Selectmen's Annual Town Report is included in this budget.

The Town Manager is responsible for the annual operating and capital budget preparation, presentation, and the administrative oversight of its implementation. Preparation is initiated in late November with request for submissions by departments. The budget is prepared by February 15th of each year. Then the budget review process involving the Board of Selectmen and Finance Committee begins and concludes at the annual town meeting on the third Monday in May.

The Town Manager's office manages all property, casualty, liability, workers' compensation insurance and injured on duty claims. The goal of risk management is the assurance of proper coverage for the Town and increasing awareness of loss control practices by all departments. We are presently in the MIIA Workers' Compensation Pool and MIIA Property and Casualty Group.

The Town Manager is the Town's Purchasing Official and is responsible for the purchasing function and coordinating the formulation, distribution and award of formal bids generated by various departments. Compliance with the public bidding laws is monitored. The Town Manager is a Massachusetts Certified Public Purchasing Officer (MCPPO) as defined by the State Office of the Inspector General. Every city and town is required to have a MCPPO.

Along with general administrative support, this budget includes support services for various Town Boards and organizations as well as town events and celebrations.

The Town Manager's office administers the Personnel function. The Assistant Town Manager's position was revised to include responsibility for the Personnel function. The position will also be responsible for collective bargaining and related union issues.

The Personnel Department prepares job notices, advertisements for new positions, full time and part time, promotional notices, and open notices for vacancies which occurred during the year. The U.S. Department of Homeland Security requires the employer to complete and keep on file an Employment Eligibility Verification (Form I-9) for new employees hired after November

TOWN MANAGER

1986. The Personnel Department fulfills this requirement. In addition, the Equal Employment Opportunity Commission requires a State and Local Government Information Report (EEO-4) be filed which includes employment data for all full-time, part-time and newly hired employees.

The Personnel Department processes 1400 Request for Leave forms and another 300 Personnel Action forms relating to salary increases, promotions, new hires, probationary period, etc. All forms are reviewed for correctness and then entered into the Town's computer system. In January of each year, employees are notified of their accumulated sick leave, vacation leave and personal leave. The Personnel Department provides services to many departments, includes monies for training and physicals for new employees, and plans the annual Employee Recognition Picnic and ceremony.

All employers with one or more employees whose job duties require a commercial driver's license ("CDL") are required to have an Alcohol and Drug Testing Policy in place to comply with the rules of the U.S. Department of Transportation. This cost for employee random alcohol and drug tests is funded in this budget.

The wage adjustment line in the Town Manager's budget provides the funding necessary to adjust town employees' salaries consistent with negotiated collective bargaining agreements. When settlements are known, these funds are placed directly in individual department budgets. Also included is funding for the management incentive plan. Collective bargaining agreements which have not been settled for FY 2015 include the police officers.

The Personnel function includes support for all collective bargaining functions and all union relationships. This would include participation in all collective bargaining sessions with Labor Counsel, negotiation and resolution of union grievances and arbitrations, interpretation and enforcement of collective bargaining contracts.

A sum of money is allocated to pay for any accrued vacation, sick, and other costs for employee. Budgets which have not appropriated for these unexpected costs and cannot absorb them can avail themselves of these funds.

The Town Manager's office is responsible for the Town Web site, Facebook, the Electronic Message Board, and in general, the dissemination of information and communication with our residents and the media. In addition to our online presence, this office publishes the "Save the Date" flyer sent to residents through their utility bills. This office also manages public meeting space and the posting of meetings in accordance with the Open Meeting Law. Our Web site and Facebook page provide vital information to residents during various emergencies and also provide the Town with valuable feedback.

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Manager	Town Manager	01-123
DEPARTMENT HEAD	**PREPARED BY**	
Jacquelyn M. Kelly	Jacquelyn M. Kelly	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
324,544	334,008	309,208	423,735	426,551	Salary & Wages	434,304	434,304
24,051	18,036	18,558	28,594	26,184	Operating Expense	50,684	50,684
348,595	**352,044**	**327,766**	**452,329**	**452,735**	***Total Budget***	**484,988**	**484,988**
					Indirects Included:		
2,000	22,000	22,000	22,000	22,000	HMLD Indirect Charge	22,000	22,000
	5,000	5,000	5,000	5,000	Water Sewer Enterprise Fund	5,000	5,000
2,000	**27,000**	**27,000**	**27,000**	**27,000**	**Indirects**	**27,000**	**27,000**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
134,850	151,214	142,257	144,525	146,752	5110	Town Manager	149,796	149,796
59,694	60,291	62,133	66,233	80,331	5111	Administrative Asst.	61,379	61,379
25,642	28,609	34,384	39,216	41,906	5112	Clerical TM/Personnel	46,130	46,130
92,387	69,504	57,421	76,925	76,926	5113	Asst. Town Manager	80,005	80,005
4,221	4,140	4,263	4,336	4,336	5143	Town Manager Deferred Comp	4,494	4,494
7,750	5,250	2,250	7,500	7,500	5144	Incentive Plan	7,500	7,500
0	0	0	50,000	50,000	5150	Wage Adjustment	50,000	50,000
0	15,000	6,500	35,000	18,800	5152	Accrued Benefit Buy Out	35,000	35,000
324,544	**334,008**	**309,208**	**423,735**	**426,551**		***Total Salary & Wages***	**434,304**	**434,304**
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
115	115	200	800	800	5242	Equipment Maintenance	800	800
2,250	2,210	2,455	3,834	3,834	5301	Advertising	3,834	3,834
675	1,170	950	1,600	1,600	5306	Drug/Alcohol Testing	1,600	1,600
645	475	480	500	500	5308	Holden Days	0	0
1,004	1,101	1,111	1,200	1,200	5340	Cell Phone Expense	1,200	1,200
623	941	546	1,400	1,000	5343	Postage	1,000	1,000
0	786	1,424	1,710	1,500	5410	Petro	1,500	1,500
1,733	3,053	2,289	4,000	4,000	5421	Office Supplies	4,000	4,000
2,371	2,158	2,635	3,000	3,000	5422	Printing	3,000	3,000
0	0	1,511	500	500	5480	Vehicle Maintenance	500	500
4,183	531	3,675	7,000	4,800	5510	Training	4,800	4,800
4,800	3,116	0	0	0	5710	Car Allowance	0	0
286	41	0	0	300	5711	Mileage	300	300
893	4	0	850	850	5720	Out of State Travel	850	850
1,649	1,686	460	500	700	5731	Association Dues	700	700
37	37	40	200	100	5732	Subscriptions	100	100
2,787	612	782	1,500	1,500	5733	Expense of Meetings	1,500	1,500
0	0	0	0	0	5735	Classification Study Non-Union	25,000	25,000
24,051	**18,036**	**18,558**	**28,594**	**26,184**		***Total Expenses***	**50,684**	**50,684**
348,595	**352,044**	**327,766**	**452,329**	**452,735**		***Total Budget***	**484,988**	**484,988**

INFORMATION TECHNOLOGY

1. **ADMINISTRATION/LEADERSHIP** – The administrative aspect of the IT Department involves considerable time and research on the part of IT staff to keep department systems running effectively and efficiently. Security and protection of both privacy and data has become increasingly important, and this is going to be more strongly emphasized going forward.

   Involvement ranges from computer software and peripheral purchasing to budget preparation, end user training, and policies and procedures. The IT staff oversees the smooth running and all maintenance and updates to the entire Town IT infrastructure including billing/collections, payroll, and all other Town functions requiring a computer – which is almost everything.

   The IT staff oversees contracts with outside vendors for both hardware and software and support, purchases town-wide information technology equipment, acts as in-house consultant on IT issues and programs, coordinates purchase orders, handles invoices, etc., for all technology-related purchases.

2. **TRAINING, ENRICHMENT, AND EFFICIENCY** – This program description captures any and all IT training programs, seminars, workshops, and conferences for all Town of Holden employees who use computers. This includes professional development for IT staff, which is absolutely essential to keep current with changing technology. End user training is the best way to ensure maximum staff efficiency, and reduces the needs for both internal and external support. Also included is specialized training (MUNIS, GIS, etc.) as necessary.

3. **INTERNET/WEB SITE** – The Internet has become an essential part of all town operations. Included are various costs associated with the connecting to the Internet such as hardware, software, and maintenance support contracts and fees. We rely on the Internet for our email communications, online banking, online parcel database, our own Web site, and to connect with other agencies such as the Department of Revenue, insurance companies, banks, vendors, and contractors.

4. **END USER SUPPORT (CUSTOMER SERVICE)** – Information Technology's end users are Town employees. This includes all desktop PC's, servers, printers, projectors, associated consumables and supplies, and any other peripherals necessary to keep us running to perform daily operations. The largest part is service contracts for MUNIS, VISION, and other necessary databases and license fees. Also included are all other network hardware or repairs which do not fall under the Internet or COOP cost centers.

INFORMATION TECHNOLOGY

5. SPECIAL PROJECTS

Continuity of Operations: IT staff continues to develop and improve the Continuity of Operations Plan (COOP), which encompasses the Emergency Management Plan and the Disaster Recovery Plan. The COOP is a plan to enable the town to resume operations in an emergency situation. It includes everything from personnel to service contracts to work flow and any contingencies.

Telephone/ Communications: The IT Department has coordinated the implementation of the telephone communications system for all Town buildings. The system was originally developed in conjunction with the Public Safety Facility project to complement the communications system at the Public Safety building and take advantage of existing technologies such as the Town's fiber optic network. The IT Department will continue to monitor and maintain the telephone system.

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Manager	Information Technology	01-155
DEPARTMENT HEAD	**PREPARED BY**	
Jacquelyn M. Kelly	Jacquelyn M. Kelly	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
132,419	136,283	157,282	210,943	210,249	Salary & Wages	216,949	216,949
97,021	109,085	127,615	162,676	162,676	Operating Expense	177,570	162,570
229,440	**245,368**	**284,897**	**373,619**	**372,925**	***Total Budget***	**394,519**	**379,519**
					Indirects Included:		
20,000	20,000	65,000	65,000	65,000	HMLD charge	65,000	65,000
9,000	10,000	10,000	10,000	10,000	Water Sewer Enterprise Fund	10,000	10,000
15,000	10,000	7,400	7,400	7,400	Inspections	7,400	7,400
44,000	**40,000**	**82,400**	**82,400**	**82,400**	**Indirects**	**82,400**	**82,400**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
69,503	70,198	71,621	75,813	75,813	5111	System Administrator	76,659	76,659
62,916	66,085	68,588	72,897	72,897	5113	Network Administrator	75,815	75,815
0	0	17,073	62,233	61,539	5119	Business Analyst	64,475	64,475
132,419	**136,283**	**157,282**	**210,943**	**210,249**		***Total Salary & Wages***	**216,949**	**216,949**
2	**2**	**3**	**3**	**3**		**# Personnel F/T**	**3**	**3**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
4,472	8,221	9,053	23,320	23,320	5242	Hardware Equip Maint	26,500	26,500
46,837	60,743	41,621	55,900	55,900	5243	Software Support	63,900	63,900
0	0	3,946	11,900	11,900	5244	Telephone Support	12,200	12,200
0	440	0	0	0	5303	GIS Consulting	0	0
1,225	0	43	12,995	12,995	5311	Software Purchase	7,400	7,400
0	1,503	1,446	1,500	1,500	5340	Cell Phone	1,800	1,800
10	27	22	100	100	5343	Postage	100	100
316	439	129	300	300	5421	Office Supplies	300	300
99	678	0	2,000	2,000	5510	Training/Education	3,000	3,000
1,150	1,150	1,150	1,150	1,650	5710	Car Allowance	1,950	1,950
75	0	100	120	120	5731	Association Dues	120	120
42	0	0	700	200	5733	Expense of Meetings	500	500
33,947	30,051	37,679	38,165	38,165	5783	License/Internet Access Fees	44,800	44,800
8,848	5,833	32,426	14,526	14,526	5794	Hardware Equip Purchase	15,000	0
97,021	**109,085**	**127,615**	**162,676**	**162,676**		***Total Expenses***	**177,570**	**162,570**
229,440	**245,368**	**284,897**	**373,619**	**372,925**		***Total Budget***	**394,519**	**379,519**

ACCOUNTING

The Accounting Department maintains the Town's financial system. This department operates the general ledger, budget module, and accounts payable systems. The department analyzes and records all financial transactions and provides local management personnel with the current financial condition of the community.

1. **GENERAL ACCOUNTING** – Maintain complete and accurate financial records for all general ledger accounts in accordance with the Uniform Municipal Accounting Standards Board (UMAS) and the Massachusetts Department of Revenue. The accounting department records transactions for all town accounts including general government funds, revolving funds, water, sewer and solid waste enterprise funds, trust funds, and light department funds.

   REVENUES - Maintain ledger balances on all revenue accounts by: journal entry of all Treasurer receipts into ledger such as collections for real estate, personal property, motor vehicle excise, light, water/sewer, solid waste, miscellaneous departmental turn-ins, and all state and federal monies.

   PAYROLL - Maintain balances on payroll accounts by appropriation and verify proper authorizations, pay rates and compliance with Federal, State, and Local payroll policies.

   EXPENDITURES – Maintain balances on expenditure accounts by appropriation in accordance with town policies. Compare actual expenditures to budget appropriations on a monthly basis. Process purchase orders and verify available funds, proper approvals and compliance with procurement procedures. Maintain copies of contracts and evidence of procurement procedures and verify compliance with town policies prior to authorizing payments to vendors. Maintain vendor files including disbursement histories and accurate addresses and federal tax identification numbers. Review and process invoices presented for payment.

   STATE AND FEDERAL GRANTS - Assist departments with compliance on various grants including reviewing expenditures for eligibility under grant provisions and assistance with reporting requirements.

   FIXED ASSETS – Annually update the listing of town property for purchases and disposals and calculate depreciation.

2. **BUDGETING** - Maintain budget profile and assist with revenue estimates. Record and maintain department budgets, warrant articles, state assessments, appropriations, budget transfers, capital projects and borrowings.

ACCOUNTING

3. **MT. VIEW BUILDING PROJECT** – In addition to the normal procedures and requirements for the payment of invoices, all invoices related to the Mt. View building project must also be entered into the "pay-as-you-build progress payment system" also as known as ProPay, on the Massachusetts School Building Authority's (MSBA's) web-site. All invoices must be coded according to the ProPay system requirements and copies of all invoices with proof of payment must be sent to MSBA for audit. Once they have completed an audit of the materials, MSBA issues a reimbursement to the Town for its share of eligible project costs. The request for reimbursement, including all back up documentation, and facilitation of the request is handled by the Town Accountant.

4. **REPORTING** – Prepare required financial reports for the State such as an annual Balance Sheet, Schedule A, Free Cash Certification, and the annual School Financial report. Distribute monthly revenue and expenditure reports to all departments and produce all necessary trial balances, revenue and expenditure subsidiary ledgers, and general ledger reports. Prepare balance sheet and appropriation and expenditure report for the Annual Report. Submit report of revenues collected during fiscal year to the Assessor for completion of the Recap Sheet. Complete an Annual Provider report for the Department of Revenue of all vendors paid over $5,000. Issue 1099's to appropriate vendors and file state and federal forms.

5. **AUDIT** – Maintain sufficient documentation for all transactions, provide complete and accurate records to CPA firm, and assist with annual audit. Complete the Management Discussion and Analysis for the Financial Statements.

DEPARTMENT	FUNCTION	FUNCTION CODE
Finance	Accounting	01-135
DEPARTMENT HEAD	**PREPARED BY**	
Lori A. Rose	Lori A. Rose	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
113,955	114,915	120,114	150,801	138,557	Salary & Wages	154,413	154,413
29,248	24,041	24,426	25,230	25,130	Operating Expense	25,450	25,450
143,203	**138,956**	**144,540**	**176,031**	**163,687**	***Total Budget***	**179,863**	**179,863**
					Indirects Included:		
10,000	10,000	10,000	10,000	10,000	HMLD charge	10,000	10,000
1,300	1,300	1,300	1,300	1,300	Recreation	1,300	1,300
1,600	1,600	1,600	1,600	1,600	Before/After School	1,600	1,600
	1,600	1,600	1,600	1,600	Cable Revolving	1,600	1,600
5,000	5,000	7,000	7,000	7,000	Water Sewer Enterprise Fund	7,000	7,000
2,000	2,000	3,000	3,000	3,000	Solid Waste	3,000	3,000
19,900	**21,500**	**24,500**	**24,500**	**24,500**	**Indirects:**	**24,500**	**24,500**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
73,315	74,048	78,688	83,882	83,882	5111	Town Accountant	87,238	87,238
40,640	40,867	41,426	42,431	42,431	5112	Clerical	42,593	42,593
0	0	0	24,488	12,244		Asst. Acct. Part Time	24,582	24,582
113,955	**114,915**	**120,114**	**150,801**	**138,557**		***Total Salary & Wages***	**154,413**	**154,413**
2	**2**	**2**	**2**	**2**		**# Personnel F/T**	**2**	**2**
0	**0**	**0**	**1**	**1**		**# Personnel P/T**	**1**	**1**
100	0	0	100	0	5242	Equipment Maintenance	0	0
27,000	22,000	22,000	22,000	22,000	5300	Audit	22,000	22,000
171	150	150	150	150	5343	Postage	200	200
632	1,163	1,212	1,200	1,200	5421	Office Supplies	1,300	1,300
80	80	140	80	80	5731	Association Dues	150	150
1,265	648	924	1,700	1,700	5733	Training/Education	1,800	1,800
29,248	**24,041**	**24,426**	**25,230**	**25,130**		***Total Expense***	**25,450**	**25,450**
143,203	**138,956**	**144,540**	**176,031**	**163,687**		***Total Budget***	**179,863**	**179,863**

TREASURER/COLLECTOR

The Treasurer/Collector's Office is responsible for the cash management functions for the Town of Holden. This principally includes the deposit, withdrawal, transfer, investment and borrowing of all Town funds, as well as, monthly cash reconciliation and collateral reporting; posting and reconciliation of Treasurer's receipts; short- and long-term debt implementation, including annual disclosure requirements; processing of all departmental receipts; responsibility for Trust Funds and Infrastructure Investment Fund transfers and investment. In order to retain certification as Treasurer/Collector, attendance at various schools, conferences, seminars and meetings is required.

The Treasurer/Collector's Office is responsible for the billing and collection of all types of taxes. Approximately 8,000 real estate tax bills are collected quarterly which may include betterment liens for sewer and connection loan assessments, as well as delinquency liens for unpaid light, water and trash bills. There are also approximately 325 personal property tax bills collected quarterly from Town of Holden businesses. Approximately 20,000 motor vehicle excise tax bills are mailed each year for vehicles garaged in Holden. In addition demand bills are sent once all bills are past due. Detailed collection records are kept, leaving an appropriate audit trail and all receivables are reconciled monthly. The Treasurer/Collector's office also performs an annual tax taking process on all unpaid parcels after the close of each fiscal year which involves tax title accounting, collections and reconciliations. These accounts are also monitored and may eventually be submitted to the land court for foreclosure. The Treasurer/Collector's Office is also responsible for the preparation of various legal documents such as Municipal Lien Certificates issued when properties are conveyed to a new owner or are refinanced. The Tax Collector's office processed 560 Municipal Lien Certificates in Fiscal Year 2014.

In addition, the Treasurer/Collector's Office is responsible for the collection of utility payments for the Water/Sewer, Light, and Solid Waste Departments. Approximately 8,500 utility accounts are billed monthly. Funds are collected by mail, at the counter, through a lockbox, online, and from the Municipal Light Department. These receipts are proved on a daily, weekly, monthly and annual basis. Fund accounting requires the separation of utility receipts totals for reporting to the Accounting Department, as well as ongoing cash transfers to and from the various utility cash accounts.

TREASURER/COLLECTOR

The Treasurer/Collector's Office is responsible for processing the weekly Accounts Payable warrant after vendor payments have been approved and issued by the Accounting Department. This function involves the reconciliation and disbursement of accounts payable checks. In FY 2014 the Treasurer/Collector's office processed just over 6,300 vendor checks which along with bank wire payments and biweekly payrolls totaled over $76,900,000. Cash flow needs must be considered, and necessary liquidity must be maintained when investing funds. Oversight of vendor payments for various projects authorized by bond issues must be maintained so that funds may be transferred timely and appropriately to cover expenditures.

The Treasurer/Collector's office also oversees the financial aspects of the online collections on behalf of the Town Clerk's office and the online Recreation registration program, and in fiscal 2015 the Department of Growth Management began a program for online permitting which also includes online payments. These online receipts involve the daily reporting to each department and the monthly reconciliation of the associated back accounts.

The Treasurer/Collector's Office processes biweekly town payrolls including the administration of employee benefits. This function involves the payment of all Town of Holden employees by issuing payroll checks or direct deposits. The employee benefits include life and health insurance (retiree billing and reconciliation), flexible spending accounts, disability insurance, regional retirement, union dues, and tax-deferred compensation. It requires oversight of withholding taxes, which are remitted to the state and federal governments each pay period and for which detailed records are kept. Quarterly filings are mandated for state and federal taxes, and W-2 forms are issued annually.

DEPARTMENT	FUNCTION	FUNCTION CODE
Finance	Treasury/Collection	01-145
DEPARTMENT HEAD	**PREPARED BY**	
Sharon A. Lowder	Sharon A. Lowder	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
182,012	183,601	190,035	200,170	196,439	Salary & Wages	205,588	205,588
60,570	72,925	50,416	79,600	70,650	Operating Expense	67,100	69,100
242,582	**256,526**	**240,451**	**279,770**	**267,089**	***Total Budget***	**272,688**	**274,688**
					Indirects Included:		
19,000	19,000	19,000	19,000	19,000	HMLD charge	19,000	19,000
10,750	12,750	12,750	12,750	12,750	Water/Sewer Reimburse	12,750	12,750
5,800	5,800	5,800	5,800	5,800	Recreation Reimburse	5,800	5,800
7,500	7,500	7,500	7,500	7,500	Before/After School	7,500	7,500
0	0	1,000	1,000	1,000	Cable Revolving	1,000	1,000
7,000	9,000	9,000	9,000	9,000	Solid Waste	9,000	9,000
50,050	**54,050**	**55,050**	**55,050**	**55,050**	**Indirect Costs**	**55,050**	**55,050**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
62,264	65,390	73,663	77,051	78,551	5111	Treasurer/Collector	80,135	80,135
119,056	117,806	115,952	122,119	117,038	5112	Clerical	124,453	124,453
692	405	420	1,000	850	5132	Overtime	1,000	1,000
182,012	**183,601**	**190,035**	**200,170**	**196,439**		***Total Salary & Wages***	**205,588**	**205,588**
4	**4**	**4**	**4**	**4**		**# Personnel F/T**	**4**	**4**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
1,361	1,934	606	2,500	2,500	5242	Equipment Maintenance	1,500	1,500
7,050	4,275	2,365	5,000	3,500	5301	Tax Title/Advertising	5,000	5,000
			2,000	0	5304	Penalties & Interest	0	2,000
7,400	4,500	2,907	9,000	9,000	5305	Tax Foreclosure	9,000	9,000
19,487	20,328	20,979	22,500	22,500	5343	Postage	24,000	24,000
2,036	2,609	3,609	4,000	4,000	5421	Office Supplies	4,000	4,000
388	0	0	0	0	5422	Payroll Supplies	0	0
700	0	0	0	0	5423	Envelopes	0	0
7,531	4,674	5,362	6,000	6,000	5580	Billing Expense	7,500	7,500
1,500	1,500	1,500	1,500	1,500	5710	Car Allowance	1,500	1,500
285	225	365	600	600	5731	Association Dues	600	600
319	931	614	1,000	1,000	5733	Training/Education	1,000	1,000
			2,500	0	5783	Expense of Borrowing	0	0
12,513	12,814	12,109	15,000	13,000	5784	Bank Charges	13,000	13,000
0	12,285	0	0	0	5784	Reserve Fund Transfer-Verizon	0	0
0	6,850	0	8,000	7,050	5891	OPEB Study	0	0
60,570	**72,925**	**50,416**	**79,600**	**70,650**		***Total Expense***	**67,100**	**69,100**
242,582	**256,526**	**240,451**	**279,770**	**267,089**		***Total Budget***	**272,688**	**274,688**

BOARD OF ASSESSORS

The Board of Assessors is responsible for administering Massachusetts property tax law effectively and equitably and for producing accurate and fair appraisals of all taxable property. Taxable property includes not only real estate, but personal property for businesses as well.

The motor vehicle excise tax is administered through the Assessors' Office. Adjustments to the bill are made when a car is sold, the owner moves out of state or the plates are transferred to a new vehicle. The assessors' office is also responsible for the issuance of Farm, Owner Contractor, Dealer and Repair Plate Excise.

The Assessors' Office is the revenue-generating engine of municipal government. It is the assessors who generate most of the revenue needed to provide required services to taxpayers. The assessors must annually assess taxes to cover state, county and local appropriations. The assessors are responsible for complying with Massachusetts General Laws and Department of Revenue guidelines in all assessing functions. Real and Personal Property Revaluations statutorily must be conducted every three years and certified by the Department of Revenue in order to insure that properties are equitable and fairly assessed. Interim Year Adjustments, which include sales analysis, review of commercial and industrial market indicators, property inspections, including building permits, a systematic reinspection program of all parcels and updating tax maps are required to be completed every year in order for the assessors to set the tax rate.

The Assessors administer Supplemental Tax Bills on New Construction, special taxation of Forest, Agricultural, and Recreational Land, Withdrawal Penalties, In-Lieu of Tax Payments, apportioned sewer betterments, connection loans, septic liens, water liens, light liens, interest and charges added to taxes.

Informational requests come from property owners and real estate professionals seeking assessment and tax information, tax maps, assistance with elderly, veteran and blind exemption applications, list of abutters, forest and farm classification, sewer betterments and pay-off calculations. The Principal Assessor and staff are available to answer questions during regular office hours and are happy to provide assistance to taxpayers.

DEPARTMENT	FUNCTION	FUNCTION CODE
Assessors	Assessment/Taxation	01-141
DEPARTMENT HEAD	**PREPARED BY**	
Jacquelyn M. Kelly	Jacquelyn M. Kelly	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
190,811	181,699	131,721	153,233	148,780	Salary & Wages	157,281	157,281
19,895	62,900	22,520	27,100	27,100	Operating Expense	27,100	27,100
210,706	**244,599**	**154,241**	**180,333**	**175,880**	***Total Budget***	**184,381**	**184,381**

TOWN OF HOLDEN

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
83,421	81,415	66,804	72,246	72,246	5110	Principal Assessor	75,140	75,140
52,323	53,886	60,317	64,387	64,387	5112	Clerical	65,541	65,541
50,467	41,798	0	0	0	5119	Data Collector	0	0
0	0	0	10,400	6,480	5119	Data Collector PT	10,400	10,400
1,600	1,600	1,600	3,200	2,667	5120	Board of Assessors	3,200	3,200
3,000	3,000	3,000	3,000	3,000	5126	Mapper	3,000	3,000
190,811	**181,699**	**131,721**	**153,233**	**148,780**		***Total Salary & Wages***	**157,281**	**157,281**
3	**3**	**3**	**2**	**2**		**# Personnel F/T**	**2**	**2**
4	**3**	**3**	**3**	**4**		**# Personnel P/T**	**5**	**5**
313	0	0	600	600	5242	Equipment Maintenance	600	600
336	201	0	350	350	5340	Cell Phone	350	350
2,393	1,206	2,200	2,200	2,200	5343	Postage	2,200	2,200
2,494	1,748	1,579	2,500	2,500	5421	Office Supplies	2,500	2,500
2,156	1,447	941	2,500	2,500	5422	Printing	2,500	2,500
2,523	2,568	1,631	3,500	3,500	5510	Personnel Training	3,500	3,500
3,300	2,200	0	0	0	5710	Car Allowance	0	0
2,000	2,366	2,142	2,500	2,500	5711	Mileage Reimbursement	2,500	2,500
0	394	398	500	500	5720	Out of State Travel	500	500
376	376	106	500	500	5731	Association Dues	500	500
112	115	40	200	200	5732	Subscriptions	200	200
487	471	531	750	750	5784	Deeds/Abstracts	750	750
3,000	49,425	12,952	10,500	10,500	5791	Revaluation	10,500	10,500
405	383	0	500	500	5794	Office Equipment	500	500
19,895	**62,900**	**22,520**	**27,100**	**27,100**		***Total Expense***	**27,100**	**27,100**
210,706	**244,599**	**154,241**	**180,333**	**175,880**		***Total Budget***	**184,381**	**184,381**

LEGAL

The Town Counsel represents the Town in all actions brought by or against it, or any of its officers, boards and commissions. Town Counsel is the legal advisor to the Board of Selectmen, Town Manager and all Town officers, boards and commissions. The Town's Special Counsel for collective bargaining responds to the Town with advice on labor contract compliance, grievance hearings and is the principal Town representative in contract negotiations.

Although we hope to begin conducting some of the negotiations in-house, we will still require legal consultation and representation in some instances. It is hoped that over the next several years that more labor counsel costs can be brought in-house.

DEPARTMENT	FUNCTION	FUNCTION CODE
Legal	Legal Services	01-1512
DEPARTMENT HEAD	PREPARED BY	
	Jacquelyn M. Kelly	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
74,428	89,892	60,788	90,000	90,000	5300	Town Counsel	90,000	90,000
51,947	42,850	50,034	50,000	50,000	5302	Collective Bargaining	50,000	50,000
0	15,390	120,140	55,000	55,000		Labor Relations	55,000	55,000
126,375	**148,132**	**230,962**	**195,000**	**195,000**		***Total Expense***	**195,000**	**195,000**
126,375	**148,132**	**230,962**	**195,000**	**195,000**		***Total Budget***	**195,000**	**195,000**

TOWN CLERK

The Town Clerk's Office is responsible for holding all local, state and federal elections, annual and special town meetings and voter registration. The Town clerk is the custodian for all public records and conducts the town and federal census. The Clerk's Office issues numerous licenses and permits and enforces the requirements of the public meeting and public records laws. The Town Clerk serves as department head, chief election official, parking clerk, member of the Board of Registrars of Voters, and chief liaison to the MA Secretary of State. Departmental responsibilities include staff supervision, budget preparation, development and review of departmental policies and procedures, and implementation of town, state and federal laws and regulations related to elections, town meetings, vital records, etc. The Town Clerk is also the official custodian of the town's archives and historical records.

The Town Clerk's Office is required to report Vital Statistics to the State each month. This information includes births, deaths, marriages (Intentions and Licenses) and burial permits. The Office accepts requests and payments for birth, death, and marriage certificates and parking fines via the Internet. Activities to maintain vital records include recording, indexing, establishing, and amending. Office staff also issue certified copies of various records, perform records retention and preservation, conduct genealogical research, and answering numerous public requests and questions.

The Town Clerk also processes all public information requests, posts meeting notices for all town board and committee meetings in accordance with the open meeting law, acts as custodian of all meeting minutes, files all decisions and plans for all boards, is the official recorder of appointments to boards, manages conflict of interest/special municipal employee disclosures, administers qualifying oaths to elected and appointed town officials and state appointees, and manages all public notices on the CATV scroll. The Town Clerk also posts employment notices, issues business certificates, records state tax liens and keeps records of all utility pole locations throughout the town.

The Town Clerk's office is responsible for processing various licenses for the Board of Selectmen including Alcoholic Beverage pouring or package store licenses, as well as licenses for drain-layers, flammable tank/liquid storage, raffles, parking tickets, dog licenses, and by-law violations. Applications are reviewed for completeness (including liability insurance, workers compensation, bonds, TIPS training, and tax attestation), routed to departments for comments, transmitted to the Town Manager for Selectmen action. Once approved by the Board, licenses are prepared and preserved as permanent records, various reports are prepared and forwarded to state agencies, and annual on-line licensee submitted to the MA Department of Revenue as required.

TOWN CLERK

The Town Clerk's office conducts the town-wide annual census, voter registration and the conducting of all elections. This includes collecting field data, data entry of census information, preparation of annual register, tabulating and publishing the annual street list, voting list, jury list, and voter registration. The Town Clerk is responsible for certification of signatures on nomination papers and petitions, providing election information, staff training, setting up polls, providing and mailing absentee ballots, all election day procedures, tallying results of voting and transmitting same to the Secretary of State. All information is maintained on the Mass. Central Voter Registry computer system.

The Town Clerk is responsible for the administration of all Town Meetings both annual and special. This involves advance preparation and set up, coordination with the Town Moderator and other town officials, preparation of the annual political schedules, posting of warrants and ballots, recording votes, preparing proceedings for distribution, preparing by-law submissions to the Attorney General, preparing notices of borrowing to the DOR, and providing certified copies of votes upon request.

TOWN OF HOLDEN

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Clerk	Town Clerk	01-161
DEPARTMENT HEAD	**PREPARED BY**	
Cheryl A. Jenkins	Cheryl A. Jenkins	

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
63,711	66,487	72,752	77,554	77,554	5110	Town Clerk	80,656	80,656
80,794	83,713	86,614	88,642	90,835	5112	Clerical	92,590	92,590
1,150	1,150	1,150	1,150	1,150	5125	Registrar/Census Coll.	1,150	1,150
9,142	27,691	5,348	20,820	20,820	5126	Election/Tn Mtg Pers.	15,885	15,885
634	1,152	421	1,100	1,100	5132	Overtime	1,100	1,100
155,431	**180,193**	**166,285**	**189,266**	**191,459**		***Total Salary & Wages***	**191,381**	**191,381**
3	**3**	**3**	**3**	**3**		**# Personnel F/T**	**3**	**3**
57	**57**	**57**	**57**	**57**		**# Personnel P/T**	**57**	**57**
3,657	3,147	3,380	5,120	5,120	5242	Equipment Maintenance	4,820	4,820
1,686	1,905	1,951	2,400	2,400	5311	Record Preservation	2,413	2,413
335	289	286	300	300	5340	Cell Phone	300	300
1,128	2,862	1,567	2,000	2,000	5343	Postage	2,040	2,040
2,912	2,824	2,587	3,900	3,900	5421	Office Supplies	3,900	3,900
2,091	4,720	2,024	0	0	5422	Printing	0	0
512	0	0	0	0	5423	Precinct Change	0	0
2,742	4,830	1,476	12,600	12,600	5582	Election/TnMtg Expenses	10,875	10,875
6,278	5,835	6,190	6,810	6,810	5583	Census	7,830	7,830
352	49	182	365	365	5711	Mileage Reimbursement	365	365
0	0	0	500	500	5720	Out of State Travel	500	500
300	375	395	400	400	5731	Association Dues	500	500
79	87	90	100	100	5732	Subscriptions	102	102
753	478	548	800	800	5733	Education	920	920
22,825	**27,401**	**20,676**	**35,295**	**35,295**		***Total Expense***	**34,565**	**34,565**
178,256	**207,594**	**186,961**	**224,561**	**226,754**		***Total Budget***	**225,946**	**225,946**

INSURANCE BUDGET

The Insurance budget program description covers all types insurance for the Town, including: property and general liability; workers compensation; employee health, life and Medicare insurance; unemployment compensation; police, fire, and ambulance accident insurance; and public officials' bonds.

The Town of Holden joined the State sponsored Group Insurance Commission (GIC) for FY 2013. The GIC will provide the FY 2016 premium information to the Town of Holden in early spring. The town currently pays 80% of HMO premiums for employees hired before 7/1/2009 and 75% for employees hired after that date. Employees may also enroll in Preferred Provider and indemnity plans with a 50/50 cost sharing. Our retirees who are eligible for Medicare are required to enroll in Medicate supplemental plans. The Town pays 74% of the Medicare HMO premiums and 50% of PPO and Indemnity Plans for retirees.

The Town of Holden also offers its employees a $5,000 term life insurance policy through Boston Mutual Life Insurance Company and contributes 50% of the $6.30 monthly premium. The FY 2015 Life Insurance budget also includes funding for the Town Manager's contractual insurance policies.

The Town is reimbursed by the Wachusett Regional School District for the cost of insurance coverage for school retirees who retired before the 1994 regionalization.

Medicare is required on all employees hired after March 31, 1986 and the Town must match the 1.45% withheld from employees' wages. The Medicare costs in this budget are increasing annually as new employees are added and employees hired before that date retire. In order to offset the cost for Police and Fire personnel who do private duty details for various businesses, the related Medicare costs are being added to the Private duty billed to these entities.

The accompanying chart lists the total insurance costs for all funds, however, the health, life, and Medicare insurance costs that are shown in this budget are for the General Fund share of the total insurance costs. The balance of the amounts owed by the Town are paid by the Water/Sewer Department, the Municipal Light Department, the Recreation revolving funds (recreation programs as well as the After School Program), the Solid Waste Fund, and the Inspections Revolving Fund, as appropriate, to cover the costs for the employees or each particular department.

INSURANCE

- Flexible Spending Account was implemented in FY10. FY16 budget has been level funded.
- The premium costs for the Property & Liability Insurance, as well as Workers' Compensation, are allocated across these additional funds: Recreation Programs (2%), Recreation After School Program 1%), and Cable TV (.5%). Those amounts will be included in those budgets located elsewhere in this budget booklet, as are the allocations to the Light Department (20%) and the Water/Sewer Fund (10%). Only the General Fund portions (66.5%) are included in this budget.

Department	Health	Life	Medicare	Property & Liability
Light	250,000	1,400	20,000	50,000
Water/Sewer	50,000	380	7,500	25,000
Solid Waste	2,500	15	225	0
Inspections	17,100	70	2,500	0
Recreation	6,500	0	0	5,000
After School	17,000	76	6,750	2,500
Cable	15,000	38	1,300	1,250
General Fund	1,350,000	16,000	95,000	160,000
Total	1,708,100	17,979	133,275	243,750

DEPARTMENT	FUNCTION	FUNCTION CODE
Non-Departmental	Insurance	01-900
DEPARTMENT HEAD	**PREPARED BY**	
Sharon A. Lowder	Sharon A. Lowder	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
22,321	23,135	37,498	40,000	46,620	5171	Workers Compensation Policy	50,000	50,000
74,828	81,577	82,543	86,000	90,000	5173	Town Medicare	95,000	95,000
6,242	5,611	12,998	14,000	14,000	5174	Life Insurance	16,000	16,000
1,424,277	1,136,460	1,112,747	1,260,000	1,200,000	5175	Health Insurance	1,350,000	1,350,000
26,019	0	31,802	26,300	10,000	5740	Unemployment Insurance Pay As You Go	26,300	15,000
130,493	141,531	145,019	160,000	150,000	5741	Property/General Liability	160,000	160,000
12,618	28,460	32,291	36,000	36,000	5742	Police Insurance Policy	40,000	40,000
29,058	28,460	32,291	36,000	36,000	5743	Fire Insurance Policy	40,000	40,000
1,026	1,026	1,026	1,200	1,200	5744	Official Bonds	1,200	1,200
5,677	6,388	4,976	7,000	6,000	5746	Flexible Spending Account	7,000	7,000
750	0	0	0	0	5747	Health Reimbursement Account	0	0
1,733,309	**1,452,648**	**1,493,191**	**1,666,500**	**1,589,820**		***Total Expense***	**1,785,500**	**1,774,200**
1,733,309	**1,452,648**	**1,493,191**	**1,666,500**	**1,589,820**		***Total Budget***	**1,785,500**	**1,774,200**

RETIREMENT

The base retirement assessment is paid in part by the Municipal Light Department, the Water/Sewer Department, the Recreation Department (both Programs and After School), the Solid Waste and Inspections Funds, and the Cable TV Fund, with the balance paid by the Town General Fund. An additional surcharge to cover those employees who retired under the Early Retirement Incentive Program in 2002 is apportioned according to the retiree's former position and charged to the Light, Water/Sewer Departments and to the Town General Fund.

Each year, a report is submitted to the Worcester Regional Retirement Board which contains the aggregate annual eligible salaries as of September 30th of all Holden employees who are members of the retirement system. The apportionment of the base retirement assessment other than the Holden Municipal Light Department for the following fiscal year is based upon the ratio of the salaries of each fiscal entity's employees to the total of all the salaries. The Worcester Regional Retirement Board is based on an Actuarial Allocation Method. This includes a specific assessment for the Holden Municipal Light Department.

The budget request for this Program Description is for only the General Fund portion of the assessment. **Since FY10 the Town of Holden has taken advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a total savings of $33,292.**

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	$279,679	$14,124	$293,803
Water/Sewer	$80,336	$6,214	$86,550
Recreation Programs	$16,500		$16,500
Recreation After School	$17,300		$17,300
Solid Waste	$3,400		$3,400
Inspections	$20,200		$20,200
Cable TV	$13,000		$13,000
General Fund	$1,247,343	$36,157	$1,283,500
Total	$1,677,758	$56,495	$1,734,253

DEPARTMENT	FUNCTION	FUNCTION CODE
Non-Departmental	Retirement Assessment	01-911
DEPARTMENT HEAD	**PREPARED BY**	
Sharon A. Lowder	Sharon A. Lowder	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
802,434	931,617	1,063,564	1,185,595	1,185,595	5177	Retirement	1,283,500	1,283,500
802,434	**931,617**	**1,063,564**	**1,185,595**	**1,185,595**		***Total Expense***	**1,283,500**	**1,283,500**
802,434	**931,617**	**1,063,564**	**1,185,595**	**1,185,595**		***Total Budget***	**1,283,500**	**1,283,500**

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2016. As of June 30, 2014, the total long-term debt outstanding for the Town of Holden was $38,211,788.04 of which $16,204,559.75 is considered to be inside the debt limit, and $22,007,228.29 to be outside the debt limit. The Town of Holden's debt limit is set by statute at 5% of the Town's equalized assessed valuation (EQV). The EQV is a number that is calculated by the Commonwealth and is used by the state for purposes of statistical comparison among the 351 cities and towns. The state issues a new EQV biennially for each city and town and is not finalized at this time. The Town's EQV is $1,988,050,400 and results in a debt limit of $99,402,502.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The total School debt excluded amount will be reduced by SBA reimbursement which is not known at this time. Debt Service for the Public Safety Building is split between debt-excluded appropriation on the tax rate and the Infrastructure Investment Fund. The debt service for the Municipal Pool includes debt-excluded appropriation and a payment from the Recreation Department. The final debt excluded number does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget.

The Town of Holden authorized the replacement of the Mountview Middle School in April, 2013 and a Bond Anticipation Note (BAN) in the amount of $3,500,000 was issued for the initial construction costs. This was replaced by an additional BAN in the amount of $10,500,000 in June of 2014. It is estimated that a replacement BAN in the amount of $23 million will be issued in June of 2015 to meet the project's anticipated cash flow needs through FY 2016.

The Town of Holden refunded older debt service for the school bonds, municipal pool and water projects in December of 2014. The savings for FY 2016 total $248,596.26 which includes $8,980 for the Water/Sewer Department. A good portion of the General Fund savings will be shared with the Commonwealth of Massachusetts resulting in reduced School Building Authority reimbursements on the elementary school bond issues.

The Debt Service budget total will also include the annual transfer and the debt service payments into the Infrastructure Investment Fund. This will be voted at town meeting as a special article and not as part of the general government budget. These dollars are included in the Debt Service Budget so that the expense may be accounted for in the budget process. Those funds will be included in the total ($325,000) to be transferred into the IIF by Special Article. Transfers into the IIF require only a majority vote at town meeting. This budget total *will not* include the amount which must be transferred out of the Infrastructure Investment Fund to pay debt service, even though the figures will be shown on the budget page. That transfer of $325,000 must also be voted as a special article requiring a 2/3rds approval at town meeting.

DEPARTMENT	FUNCTION	FUNCTION CODE
Non-Departmental	Debt Service	01-710
DEPARTMENT HEAD	**PREPARED BY**	
Sharon A. Lowder	Sharon A. Lowder	

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015			Object Description	Manager FY 2016
							EXEMPT DEBT	
2,814,849	2,816,896	2,805,576	2,796,306	2,796,306	5921	DE	School Building	2,557,825
		34,903	202,500	78,531		DE	Mt. View BAN	230,000
595,312	645,465	610,300	614,188	614,188	5929	DE	Public Safety Building	616,613
0	0	43,927	43,001	43,001	5929	DE	Add'l PSB	42,075
0	0	0	0	0		DE	Pool	221,450
3,410,161	*3,462,361*	*3,494,706*	*3,655,995*	*3,532,026*			*sub-total*	*3,667,963*
							NON-EXEMPT DEBT	
0	67,259	65,890	64,501	64,501			Mountview Feasibility Study	63,113
43,000	41,000	0	0	0	5915		Quint Fire Truck	0
3,873	3,873	3,873	3,873	3,873	5925		Septic Repair	3,804
71,871	71,871	71,871	71,871	71,871	5928		Connection Loan Debt	72,014
	82,856	81,169	79,458	79,458			Capital Plan Borrowing FY12	77,748
0	0	0	6,150	6,150			Capital Plan Borrowing FY15	113,575
118,744	*266,859*	*222,803*	*225,853*	*225,853*			*sub-total*	*330,254*
							INFRASTRUCTURE INVESTMENT FUND	
64,000	64,000	64,000	64,000	64,000	5919	A	Underground Utilities	64,000
137,881	44,775	57,565	159,614	159,614	5923	A	Additional IIF	86,000
50,000	50,000	50,000	50,000	50,000	5891	A	Senior Center	50,000
41,600	0	0	0	0		A	Public Building Repairs	0
75,000	75,000	75,000	75,000	75,000	5923	A	Public Safety Building	75,000
50,000	50,000	50,000	50,000	50,000	5924	A	Zottoli Purchase/Rec Fields	50,000
418,481	*283,775*	*296,565*	*398,614*	*398,614*			*sub-total*	*325,000*
3,947,386	4,012,995	4,014,074	4,280,462	4,156,493			*Total Expense*	4,323,217
3,947,386	**4,012,995**	**4,014,074**	**4,280,462**	**4,156,493**			***Total Budget***	**4,323,217**
							Infrastructure Investment Fund	
215,943	216,053	219,449	222,889	222,889			Municipal Pool	0
325,000	325,000	325,000	325,000	325,000			Public Safety Building	325,000
540,943	**541,053**	**544,449**	**547,889**	**547,889**			***Total***	**325,000**

EXEMPT DEBT

General funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of approximately $1,716,500 for a net debt exclusion of an estimated $1,749,700. Debt Service for the Public Safety Building is split between Debt-Excluded appropriation on the tax rate and the Infrastructure Investment Fund.

TRANSFER INTO IIF

Transfer of $325,000 from the General Fund for projects authorized by the IIF which includes an annual investment.

TRANSFER INTO GENERAL FUND

Included in the Recreation budget is an additional $100,000 from the Recreation Revolving Fund into the General Fund to offset a portion of the Municipal Pool debt.

TRANSFER OUT OF IIF

Projects whose debt service will be funded by a transfer from the IIF. The transfer of $325,000 must also be voted as a special article requiring a 2/3rds approval at Town Meeting.

DEPARTMENT OF GROWTH MANAGEMENT

The Department of Growth Management (DOGM) is responsible for the operation of Planning, Conservation, Health, Zoning, Economic Development, Open Space, Affordable Housing, Historic District Commission, and Master Plan Implementation Committees. The professional staff provides technical support to these 9 citizen committees consistent with their statutory responsibilities and their duties as outlined by the Town Charter. Most of these committees are required to act on applications, schedule public hearings, and prepare decisions according to highly prescribed time frames dictated by the State enabling Statute for that board or commission.

The Planning Board meets twice monthly throughout the year and is responsible for reviewing applications for land development, creation of lots, site plan review for commercial projects, and developing and administering the Town of Holden Zoning Bylaws and Subdivision Control Regulations. Technical support to the Planning Board is provided by the Senior Town Planner. Currently the Planning Board is working to implement many of the recommendations made by the Master Plan Committee regarding Holden's future development. Given that less than 5% of land area in Holden is available for development, many of the proposals reviewed by the Planning Board impact existing development and neighborhoods.

The Conservation Commission meets monthly and is responsible for the review and monitoring of construction or development activities near wetlands as regulated by the Wetlands Protection Act and the local Conservation Bylaw. Technical support is provided to this commission by the Town Planner who also serves as the Conservation Agent. On site inspections, plan review, and the monitoring of work and protection measures and controls constitute a bulk of this commission's work. Given that almost 1/3 of Holden's land area is protected open space for water supply, conservation, or environmental management, it is not surprising many construction projects are required to be reviewed by the Conservation Commission for compliance with wetland protection regulations, the Rivers Act, and the Watershed Protection Act.

The Board of Health meets monthly and is charged to protect the health and welfare of Holden's residents. A full time agent provides technical assistance to the Board of Health regarding the three areas of jurisdiction; public health, food handling and service requirements, and private waste disposal systems and private water supplies. The Board of Health is also the lead agency with Fire and Police in emergency response for natural or community wide emergencies. In the broad area of public health, the agent is responsible for animal control and barn inspections, community planning for infectious diseases and immunization, swimming pool regulations, and tobacco products control and sale. The agent conducts regular inspections of food handling establishments, school cafeterias, and restaurants to insure compliance with the State regulations for safely storing, preparing, and serving food. Lastly the agent is responsible for observing soil testing, reviewing design, and inspecting the installation of private septic systems and private water supply wells. This work is done to insure compliance with the appropriate State regulations.

DEPARTMENT OF GROWTH MANAGEMENT

The Zoning Board of Appeals meets monthly and provides an avenue for a hearing and possible relief from the requirements of the Holden Zoning Bylaw. The Zoning Board also hears applications for special permits for soil removal, 40b projects, wireless communication towers, aged restricted housing and a number of other activities requiring a special permit by the Holden zoning bylaw. The Building Commissioner provides technical assistance to the Zoning Board and serves as its enforcement officer. The Town Planner serves as the Zoning Administrator for the purposes of hearing special permits for accessory apartments or expansion of non-conforming structures. The activities of the Zoning Board of Appeals are regulated by Chapter 40, the State Zoning Act.

The Growth Management Staff prepare and organize over 85 public meetings in the course of one year. Depending upon complexity and legal requirements, additional meetings are often scheduled in order to provide a timely, but effective hearing and review for the applicant. For special purpose committees such as Economic Development, Open Space, Affordable Housing, and the Master Plan Implementation Committees meetings occur less frequently due to the broad community issues considered by these committees and the fact that these committees have no regulatory responsibilities.

Growth Management staff includes the Director/Building Commissioner, Senior Town Planner/Conservation Agent/Zoning Administrator, Health Agent, and two senior clerks. The Building Commissioner and both senior clerks have responsibilities to the Inspections Division and Solid Waste Programs as well as Growth Management.

Budget Highlights for Fiscal 2016

1. Holden continues to participate in the regional Board of Health programs which under the current scenario will provide expanded public health services to Holden's residents at a cost approximately equivalent to current expenditures. Currently, the Regional Board of Health, coordinated by the City of Worcester, provides public health service using a group of specialized inspectors to the towns of Holden, Shrewsbury, Milbury, Leicester, and West Boylston.

2. Economic development efforts will be expanded with an eye toward positioning Holden in a more favorable position for commercial development as the economy improves. Much of this effort is focused on attracting and maintaining businesses and services which support the residential community. Holden was represented at the Worcester Business Expo in an effort to make businesses aware of the advantages of locating a business in Holden.

DEPARTMENT	FUNCTION	FUNCTION CODE
Growth Management	Building/Board of Health/Planning/Zoning/Conservation/Historic District/Solid Waste	
DEPARTMENT HEAD	**PREPARED BY**	
Dennis J. Lipka	Dennis J. Lipka	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
174,612	128,198	130,111	137,475	135,163	Salary & Wages	137,099	137,099
27,670	96,257	95,431	102,750	102,535	Operating Expense	108,800	107,591
202,282	**224,455**	**225,542**	**240,225**	**237,698**	***Total Budget***	**245,899**	**244,690**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
24,539	25,030	25,535	27,866	27,866	5110	Director of Growth Management	26,795	26,795
64,888	74,048	74,788	76,659	76,659	5111	Senior Planner	78,192	78,192
27,510	27,957	28,635	29,350	29,350	5112	Clerical	29,462	29,462
56,314	0	0	0	0	5114	Health Agent	0	0
1,124	792	1,007	1,850	1,000	5122	Clerical Meetings	1,450	1,450
237	371	146	1,750	288	5132	Overtime	1,200	1,200
174,612	**128,198**	**130,111**	**137,475**	**135,163**		***Total Salary & Wages***	**137,099**	**137,099**
5	**4**	**4**	**4**	**4**		**# Personnel F/T**	**4**	**4**
1	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
5,086	5,576	6,766	5,600	5,600	5298	Wachusett Recycling Center	6,000	6,000
1,500	1,499	1,500	1,500	1,500	5299	Greenway Task Force	1,500	1,500
1,023	1,540	1,818	1,000	1,000	5301	Advertising	1,000	1,000
6,365	0	1,750	2,500	2,500	5303	Consulting Services	2,500	2,500
0	1,500	959	1,000	1,000	5311	Software Purchase	2,500	2,500
651	976	724	650	650	5340	Cell Phones	650	650
1,718	1,825	2,272	3,100	3,100	5343	Postage	3,100	3,100
3,361	3,302	3,028	2,500	2,500	5421	Office Supplies	2,500	2,500
2,430	0	0	0	0	5500	Public Health Nursing	0	0
555	974	285	1,500	1,500	5509	Train/Educ/Programs	1,500	1,500
28	0	0	200	200	5510	Technical Ref Books	200	200
0	1,000	0	1,500	1,500	5582	Non Capital Equipment	1,500	1,500
591	0	0	1,250	1,250	5711	Mileage Reimbursement	1,250	1,250
3,763	4,179	4,283	5,000	5,000	5730	CMRPC Dues	5,400	5,400
444	866	979	850	850	5731	Association Dues	1,300	1,300
37	37	40	100	100	5732	Publications	100	100
0	300	0	300	300	5733	Expense of Meetings	300	300
118	5,935	3,047	3,500	3,500	5791	Economic Development	4,500	3,500
0	66,000	67,980	69,700	69,700	5793	Board of Health Regionalization	72,000	71,791
0	748	0	1,000	785	5794	Hardware Purchase	1,000	1,000
27,670	**96,257**	**95,431**	**102,750**	**102,535**		***Total Expenses***	**108,800**	**107,591**
202,282	**224,455**	**225,542**	**240,225**	**237,698**		***Total Budget***	**245,899**	**244,690**

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Request FY 2016	Manager FY 2016
PUBLIC SAFETY							
Police Department	2,050,284	2,082,286	2,125,294	2,235,787	2,223,599	1,881,491	1,839,491
Dispatch	0	0	0	0	0	402,801	402,801
Animal Control	56,600	60,164	56,250	62,414	62,414	63,851	63,851
Sealer Wgts & Measures	3,447	3,233	3,807	3,600	3,600	3,550	4,050
Fire Department	946,078	988,376	1,076,799	1,138,054	1,131,254	1,242,356	1,161,856
EMS	880,120	839,615	811,525	836,362	864,862	918,848	876,847
Emergency Management	23,906	20,011	11,314	78,963	40,640	84,719	75,219
Public Safety Building	138,012	173,165	190,913	193,953	194,353	235,500	235,500
TOTAL	**4,098,447**	**4,166,850**	**4,275,902**	**4,549,133**	**4,520,722**	**4,833,116**	**4,659,615**

POLICE DEPARTMENT

ADMINISTRATION

This Unit reflects the costs associated with providing leadership and coordination of all functions of the Holden Police Department. Those responsibilities include planning for adequate shift staffing, staff training, budget preparation and execution, and review of departmental policies and procedures. The Chief meets regularly with Department staff and other Town officials, as well as the public, to insure the responsiveness of the Department's mission which is to provide effective public safety to the residents of the Town of Holden. This also includes the annual review process to maintain state certification.

CRIME PREVENTION

It is the responsibility of the Crime Prevention Unit to provide an effective deterrent to the incident of crime in the community. This goal is accomplished by developing strategies that maintain high over-all visibility in the community, along with targeted patrols in both residential and commercial areas. The Department remains constantly aware of crime patterns in both geographical and types of incidents and coordinates its resources to address those needs. The payoff for being proactive has resulted in low levels of crime for the community.

INVESTIGATION

It is the responsibility of this Unit to provide follow-up investigation of crimes committed against both persons and property within the Town. The Detective also provides vital coordination between other local agencies, state police agencies, and federal agencies. This Unit has had significant success in breaking major theft cases in the recent past. This Unit is also responsible for drug intervention through investigation and surveillance activities. The last few years have seen a huge increase in Internet related thefts and investigations which are proving to be very time consuming and very difficult to investigate and prosecute.

POLICE DEPARTMENT

TRAFFIC DIVISION

The main objectives of this Unit are to (1) reduce serious traffic accidents and (2) provide for the safe, efficient flow of traffic in our community. These goals are accomplished by general traffic control and enforcement of motor vehicle rules and regulations, accident investigations and targeted enforcement programs to areas of demonstrated need. This Division also provides for the Safety Officer who works with community groups and children to promote traffic safety and the school safety patrol which targets school openings and closings for additional patrol attention.

COMMUNITY POLICING

This program reflects the Police Department's move toward a more proactive patrol and problem solving initiative with the citizens of Holden. Officers are assigned to periodically stop and talk with citizens and business owners on a random basis. This fosters good will between the Department and local citizens. Because this does not produce a unit of measurement such as an arrest or citation, this is difficult to measure on a daily basis. The philosophy and attitude of community policing stipulates that by directing resources now towards problem solving will prevent future crime and reduce fear in the long run, a five to ten year period.

DEPARTMENT	FUNCTION	FUNCTION CODE
Police	Police	01-210
DEPARTMENT HEAD	**PREPARED BY**	
David A. Armstrong	David A. Armstrong	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
1,824,574	1,849,641	1,911,805	1,992,637	2,010,849	Salary & Wages	1,660,491	1,618,491
225,710	198,572	213,489	243,150	212,750	Operating Expense	221,000	221,000
0	34,073	0	0	0	Capital Outlay	0	0
2,050,284	**2,082,286**	**2,125,294**	**2,235,787**	**2,223,599**	***Total Budget***	**1,881,491**	**1,839,491**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
104,063	105,104	127,981	98,020	101,928	5110	Chief of Police	105,999	105,999
80,814	82,345	83,315	88,152	78,968	5111	Admin Labor	57,803	57,803
37,678	36,452	38,440	39,409	39,409	5112	Admin Clerical	39,560	39,560
4,226	6,806	4,678	10,000	10,000	5113	Community Policing	10,000	10,000
323,384	282,159	407,115	403,071	365,847	5114	Crime Labor	399,611	399,611
107,394	65,499	51,040	134,248	129,651	5115	Invest Detectives	133,205	133,205
399,408	381,946	472,525	461,973	460,905	5116	Highway Patrolmen	365,187	365,187
289,134	400,743	228,271	241,221	316,466	5117	Dispatchers	0	0
60,669	54,527	57,243	65,000	65,000	5119	PT Officers & PT Dispatchers	35,000	35,000
0	0	0	0	0	N	New Officer	52,000	0
22,528	36,712	42,509	50,352	52,651	5121	School Resource Officer	54,909	54,909
45,058	48,780	49,706	52,989	52,989	5122	PD Administrator	54,882	54,882
6,131	14,649	4,360	10,000	10,000	5132	Admin Special Details	10,000	10,000
26,061	29,896	32,483	35,750	35,750	5134	Court Overtime	35,750	35,750
46,828	40,721	46,404	40,000	40,000	5135	O T Misc & Training	40,000	40,000
42,205	30,170	38,207	30,000	30,000	5136	Highway OT Det/Invest	30,000	40,000
5,000	4,998	5,000	5,000	5,000	5140	Performance Bonus	5,000	5,000
	6,866	0	0	0	5141	Injured on Duty	0	0
2,150	2,150	1,075	1,075	1,075	5143	Physical Fitness	1,075	1,075
1,500	1,500	1,500	1,500	1,500	5144	Education	12,000	12,000
11,608	8,531	8,885	15,500	15,000	5147	Support Shift Differential	15,000	15,000
3,987	4,042	4,200	4,527	5,000	5148	Holiday Pay	5,000	5,000
204,748	205,045	206,868	204,850	193,710	5160	Education Stipend	198,510	198,510
1,824,574	**1,849,641**	**1,911,805**	**1,992,637**	**2,010,849**		***Total Salary & Wages***	**1,660,491**	**1,618,491**
26	**26**	**27**	**30**	**30**		**# Personnel F/T**	**24**	**23**
12	**12**	**12**	**12**	**12**		**# Personnel P/T**	**6**	**6**
994	883	590	750	750	5212	Utilities	0	0
7,261	0	800	0	0	5214	Fuel	0	0
1,905	167	0	0	0	5231	Water/Sewer	0	0
38,370	35,731	37,097	40,000	40,000	5242	Equipment Maintenance	40,000	40,000

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015			Object Description	Request FY 2016	Manager FY 2016
5,864	730	2,106	3,500	3,500	5244		Radio Maintenance	5,000	5,000
308	23	0	400	0	5248		Generator Maintenance	0	0
7,032	150	0	2,000	2,000	5304		Physicals	2,000	2,000
11,116	11,852	12,033	12,000	12,000	5340		Pager/Cell Phone	13,000	13,000
4,732	2,694	2,691	3,000	3,000	5342		Radio Lines	0	0
1,383	1,972	1,026	2,000	2,000	5343		Postage	2,000	2,000
49,988	51,630	45,181	56,000	56,000	5410		Petro Products	55,000	55,000
8,830	5,750	6,656	6,000	6,000	5421		Office Supplies	6,000	6,000
3,366	2,409	5,154	1,000	1,000	5430		Building Maintenance	2,000	2,000
19,619	23,015	32,137	25,000	25,000	5480		Vehicle Maintenance	25,000	25,000
787	406	204	500	500	5490		Prisoner Food	500	500
12,262	14,820	14,677	15,000	15,000	5509		Training & Education	15,000	15,000
250	80	1,557	750	750	5510		Safety Programs	750	750
28,339	29,680	27,502	37,000	37,000	5581		Uniforms	40,000	40,000
				0		N	Sidearms Replacement	7,000	7,000
346	0	1,892	1,000	1,000	5582		Office Equipment	1,000	1,000
892	1,475	486	1,000	1,000	5584		Defib Equipment	1,000	1,000
1,906	3,713	2,293	2,500	2,500	5731		Association Dues	2,500	2,500
2,008	192	1,749	2,000	2,000	5732		General Laws	1,500	1,500
495	151	402	750	750	5733		Expense of Meetings	750	750
0	0	0	500	500	5787		Lockup Fees	500	500
17,464	11,049	17,256	30,000	0	5788		Traffic Lines	0	0
193	0	0	500	500	5789		Traffic Signs	500	500
0	34,073	0	0	0	5840	C	Police Vehicle	0	0
225,710	**232,645**	**213,489**	**243,150**	**212,750**			***Total Expense***	**221,000**	**221,000**
2,050,284	**2,082,286**	**2,125,294**	**2,235,787**	**2,223,599**			***Total Budget***	**1,881,491**	**1,839,491**

POLICE DEPARTMENT

WACHUSETT REGIONAL EMERGENCY COMMUNICATIONS CENTER

This Unit provides for the dispatching and control of all emergency calls received by the Holden Police Department. Calls received by the Department include emergency police and fire calls as well as calls for Holden utility departments. In addition to answering and dispatching calls, the dispatcher is responsible for disseminating all information received from national and regional crime information centers, and the Registry of Motor Vehicles. Numerous logs and other records of calls and dispatches are also recorded by staff. This year marks the first year of State 911 mandated EMD-Emergency Medical Dispatching.

On December 10, 2014, the Wachusett Regional Dispatch Center started operation. With support from State-911, training grant, support and incentive, and Princeton's contributions, the Town of Holden should see cost savings with added professional dispatching. We anticipate West Boylston Dispatch may join in 2017.

DEPARTMENT	FUNCTION	FUNCTION CODE
Police	Dispatch	
DEPARTMENT HEAD	**PREPARED BY**	
David Armstrong	David Armstrong	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
0	0	0	0	0	Salary & Wages	387,301	387,301
0	0	0	0	0	Operating Expense	15,500	15,500
0	**0**	**0**	**0**	**0**	***Total Budget***	**402,801**	**402,801**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
0	0	0	0	0	5111	Adm Labor	24,773	24,773
0	0	0	0	0	5117	Dispatchers	292,528	292,528
0	0	0	0	0	5119	PT Dispatchers	30,000	30,000
0	0	0	0	0	5135 N	OT Misc & Training	40,000	40,000
0	**0**	**0**	**0**	**0**		***Total Salary & Wages***	**387,301**	**387,301**
0	**0**	**0**	**0**	**0**		**# Personnel F/T**	**7**	**7**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**4**	**4**
0	0	0	0	0	5243	Software Support (IMC)	5,000	5,000
0	0	0	0	0	5342	Radio Lines	3,500	3,500
0	0	0	0	0	5421 N	Offuce Supplies	1,500	1,500
0	0	0	0	0	5509 N	Training & Education	2,500	2,500
0	0	0	0	0	5581 N	Uniforms	3,000	3,000
0	**0**	**0**	**0**	**0**		***Total Expense***	**15,500**	**15,500**
0	**0**	**0**	**0**	**0**		***Total Budget***	**402,801**	**402,801**

ANIMAL CONTROL

LICENSING - Provides for the purchase of all items necessary for licensing of dogs, monitoring the license process, and taking appropriate action against those who fail to license.

ASSISTANCE – The Officer provides assistance to residents and the various animals in Town. Reports received of lost and found animals, animals hit by motorists, stray and abandoned animals, and requests for general information regarding licensing, rabies, and regulations.

INVESTIGATION/ENFORCEMENT – The Animal Control Officer investigates and enforces the Town's dog leash laws. Receipt of residents' complaints regarding violations of the leash law by-law and resolution of same, vicious and barking dog investigations, and patrols of schools and neighborhoods.

DEPARTMENT	FUNCTION	FUNCTION CODE
Police Department	Animal Control	01-292
DEPARTMENT HEAD	**PREPARED BY**	
David Armstrong	David Armstrong	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
45,541	51,446	47,420	51,864	51,864	Salary & Wages	52,951	52,951
11,059	8,718	8,830	10,550	10,550	Operating Expense	10,900	10,900
56,600	**60,164**	**56,250**	**62,414**	**62,414**	***Total Budget***	**63,851**	**63,851**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
37,187	40,791	43,011	45,864	45,864	5113	Animal Control Officer	46,951	46,951
6,551	8,373	3,391	5,000	5,000	5114	Call Outs	5,000	5,000
1,803	2,282	1,018	1,000	1,000	5132	Overtime	1,000	1,000
45,541	**51,446**	**47,420**	**51,864**	**51,864**		***Total Salary & Wages***	**52,951**	**52,951**
1	**1**	**1**	**1**	**1**		**# Personnel F/T**	**1**	**1**
1	**1**	**1**	**1**	**1**		**# Personnel P/T**	**1**	**1**
0	0	0	200	200	5244	Radio Maintenance	200	200
696	524	600	750	750	5343	Postage	900	900
2,668	3,168	2,144	3,000	3,000	5382	Dog Expense	3,000	3,000
3,119	3,404	2,859	2,800	2,800	5410	Petro	2,500	2,500
790	0	2,210	1,500	1,500	5480	Vehicle Maintenance	2,000	2,000
0	477	0	500	500	5510	Education	500	500
902	941	793	800	800	5581	Uniforms	800	800
2,759	79	99	750	750	5582	Equipment	750	750
125	125	125	250	250	5731	Association Dues	250	250
11,059	**8,718**	**8,830**	**10,550**	**10,550**		***Town Expense***	**10,900**	**10,900**
56,600	**60,164**	**56,250**	**62,414**	**62,414**		***Total Budget***	**63,851**	**63,851**

SEALER WEIGHTS & MEASURES

The main function of the Sealer of Weights & Measures is consumer protection. It is under the primary Department of Public Safety.

State law requires that all scales used in the sale of goods to the consumer be inspected annually. The same requirement is mandated for all liquid measuring and pumping devices, i.e., gas pumps, fuel oil delivery truck meters, etc. The emphasis is to check all devices and make sure that they are dispensing accurate measure of goods, for the price being charged. This annual inspection also entails checking of prepackaged goods offered for sale, i.e., loaves of bread, prepackaged meats and other goods.

The Sealer periodically makes unannounced visits to businesses, checking their equipment, making sure everything is in order. Prepackaged goods are also checked to ascertain their weight is correct and accurate as displayed. Inspections are also made on unit pricing in grocery stores, which is required by law.

This office investigates all complaints received from patrons of Holden businesses and those outside businesses doing business with citizens in the Town of Holden, i.e., fuel oil deliveries, cord wood deliveries, etc.

DEPARTMENT	FUNCTION	FUNCTION CODE
Sealer Weights & Measures	Consumer Protection	01-244
DEPARTMENT HEAD	**PREPARED BY**	
David Armstrong	Edward Seidler	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
2,500	2,500	2,500	2,500	2,500	Salary & Wages	2,600	3,000
947	733	1,307	1,100	1,100	Operating Expense	950	1,050
3,447	**3,233**	**3,807**	**3,600**	**3,600**	***Total Budget***	**3,550**	**4,050**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
2,500	2,500	2,500	2,500	2,500	5120	Sealer Wghts/Measures	2,600	3,000
2,500	**2,500**	**2,500**	**2,500**	**2,500**		***Total Salary & Wages***	**2,600**	**3,000**
0	**0**	**0**	**0**	**0**		**# Personnel F/T**	**0**	**0**
1	**1**	**1**	**1**	**1**		**# Personnel P/T**	**1**	**1**
577	273	982	500	500	5582	Supplies	400	500
250	250	250	300	300	5710	Car Allowance	300	300
120	210	75	300	300	5731	Association Dues/Ed	250	250
947	**733**	**1,307**	**1,100**	**1,100**		***Total Expense***	**950**	**1,050**
3,447	**3,233**	**3,807**	**3,600**	**3,600**		***Total Budget***	**3,550**	**4,050**

FIRE OPERATIONS

The Fire Department provides an array of emergency and support services to the community, protecting persons and property from fire, explosions, hazardous conditions, and disasters, and mitigates potential losses through education and planning. The primary areas of focus are fires, explosions, and hazardous material response. Providing citizens with assistance for domestic emergencies, personal emergencies, and supporting other town departments as needed, are also important secondary functions of our organization.

Under the direction of the Chief, we plan and direct all operations of the department, set policies and standard operating guidelines, keep abreast of changing laws, regulations and rules as they affect the fire service, EMS, and the community. The Department also keeps and maintains all required federal, state and local records and issues reports as required, as well as collaborates with town management to provide the community with effective fire, EMS, and public safety services.

FIRE AND ACCIDENT PREVENTION – This Division provides fire education to various groups and schools, conducts inspections, handles plan reviews, and enforces laws, regulations and codes for which the Fire Department is responsible. These are all parts of a coordinated effort to reduce the likelihood of emergencies and to minimize losses from those incidents. Inspections are conducted and records are kept for all permits issued. Periodic inspections are conducted at all educational and institutional properties, as well as annual inspections for places of assembly. Subdivision and building plans are reviewed for fire safety, as well.

Student Awareness and Fire Education (S.A.F.E.) as well as community based CPR programs are supported through Training and Education. S.A.F.E. educates young children and parents in household fire prevention and safety. When offered, CPR programs train the lay person in basic lifesaving measures and early emergency intervention involving sudden cardiac arrest. In 2014 we have also received a $3,018 grant to begin Fire Safety for our Seniors in Holden.

INSPECTIONS/PERMITS - The Fire Prevention division of the Fire Department is responsible for enforcing the codes set forth by the State Fire Marshal's office in MGL Chapter 148 and 527 CMR as well as parts of the Massachusetts State Building Code. Fire Prevention code enforcement helps to reduce the likelihood of emergencies and to minimize loss of life and property should an incident occur. There are many different fire inspections and permits granted by the fire department including but not limited to, new fire alarm systems, carbon monoxide compliance, smoke alarm compliance, oil burners, oil tanks, LPG tanks, transfer tanks, tank trucks, and tank removals. Along with the permitted inspections, the department provides services and inspections for liquor license applications and renewals, pre-construction meetings, construction plan review, daycare centers, schools, places of public assembly, and commercial buildings. Inspections, permits and code enforcement, and fire safety education are geared towards increasing the overall safety of the residents of Holden.

FIRE OPERATIONS

EMERGENCY PREPAREDNESS – Fire personnel conduct daily inspection tests on all fire department equipment and maintain all apparatus, equipment, and supplies. Personnel must ensure all emergency equipment is fully ready for rapid response.

TRAINING – The Fire Department provides training and education for all department members including administrative staff, fulltime and call members. Regular fire department training is conducted twice per month. This training keeps department members up to date with proper procedures in the areas of tactics, strategies, basic firefighting, and hazardous materials. Training and Education also includes outside training and certifications. Certification exams and specialty training is conducted off site, but is sometimes required for retention and advancement.

Recruit Firefighter training and the Fire Explorers Post Program also falls under Training and Education. Recruit training ensures that new members are properly trained according to NFPA standards. The Explorers Post Program targets interested youth between the ages of 14 and 21 in recruit training and a career in firefighting. Training is also offered to the administrative staff to attend day training courses directly related to their job functions to enhance job performance.

In 2014 we had two members accepted into the State Hazardous Materials Team. As members of the State team our firefighters respond around the State to major Haz-Mat incidents. The State reimburses the town for training and Haz-Mat calls and an annual physical. A number of our members are also training to be Tech-Rescue (Technical Rescue) certified. Following the Paquette incident in July of 2012 we have put a priority on technical rescue training and capabilities.

SUPPORT SERVICES – The Fire Department administration staff work closely with the Chiefs to provide administrative support for all divisions in the department. This includes maintaining all personnel records, injured on duty claims, and benefit time tracking for 66 paid employees which includes fulltime/on-call members, administration staff, and auxiliary members and 45 volunteer members including the CERT team members and Fire Explorers, for a total of 112 department members.

Functions also include handling of accounts payable/receivables and billing. Administrative staff order and procure department supplies, and under the direction of the Chief works with firefighters to order/purchase department equipment. Staff processes the bi-weekly payrolls for all fulltime and on-call members. The administration office is also responsible for scheduling daily permit/fire inspections and work with outside contractors and companies to accomplish this. In relation to permits, the staff is also responsible for the handling of permit fees, tracking, and processing. Other functions of the administrative office include assisting the Chief with special projects, maintaining the department website, and the purchasing and tracking of department uniforms. The staff provides for the overall operation of the front office.

DEPARTMENT	FUNCTION	FUNCTION CODE
Fire	Fire	01-220
DEPARTMENT HEAD	**PREPARED BY**	
John Chandler III	John Chandler III	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
805,316	841,333	935,844	992,954	983,954	Salary & Wages	1,094,056	1,023,056
131,275	136,580	135,509	134,600	136,800	Operating Expense	137,800	133,800
9,487	10,463	5,446	10,500	10,500	Capital Outlay	10,500	5,000
946,078	**988,376**	**1,076,799**	**1,138,054**	**1,131,254**	***Total Budget***	**1,242,356**	**1,161,856**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
104,063	105,104	110,400	117,689	117,689	5110	Chief	117,688	117,688
70,495	97,231	84,519	87,238	87,238	5111	Assistant Chief	87,238	87,238
27,889	30,051	39,920	40,768	40,768	5112	Clerical	41,082	41,082
351,553	345,176	390,484	403,996	403,996	5113	Firefighters Full Time	436,669	436,669
6,276	6,326	6,402	6,562	6,562	5117	Deputy Chiefs	6,562	6,562
88,676	93,185	144,128	165,640	165,640	5118	Call Firefighters	209,140	165,640
12,367	9,733	0	0	0	5119	Clerical Part Time	0	0
75,479	84,898	79,997	80,000	80,000	5132	Overtime	100,000	80,000
15,885	14,830	15,105	15,600	15,600	5133	Weekend Coverage	15,220	15,220
3,556	6,386	14,500	15,000	7,500	5141	IOD	15,000	7,500
813	998	487	500	500	5147	Shift Lead Pay	500	500
48,264	47,415	49,902	55,211	55,211	5148	Holiday Pay	60,357	60,357
		0	3,000	0		EMT Stipends	0	0
		0	1,750	3,250		Education Stipends	4,600	4,600
805,316	**841,333**	**935,844**	**992,954**	**983,954**		***Total Salary & Wages***	**1,094,056**	**1,023,056**

9	**10**	**10**	**11**	**11**	**# Personnel F/T**	**11**	**11**
2	**2**	**2**	**0**	**0**	**# Personnel P/T**	**0**	**0**
39	**41**	**41**	**50**	**50**	**# Personnel On-Call**	**50**	**50**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
4,938	3,504	3,654	4,000	4,000	5212	Utilities	4,000	4,000
1,575	1,674	1,355	1,500	1,500	5231	Water/Sewer	1,500	1,500
2,636	2,653	5,285	6,000	6,000	5244	Radio Maintenance	6,000	6,000
2,035	2,031	2,027	2,100	2,100	5249	Radio Alarm System	2,100	2,100
4,320	3,854	4,303	4,600	4,600	5340	Cell Phone/Pagers	4,600	4,600
16,939	19,432	18,407	23,000	23,000	5410	Petro Products	23,000	20,000
5,297	4,843	5,238	4,500	4,500	5421	Office Supplies	4,500	4,500
4,977	2,860	5,084	4,500	5,500	5430	Building Maintenance	6,500	5,500
30,619	23,224	27,345	25,000	25,000	5480	Vehicle Maintenance	25,000	25,000
340	990	136	1,000	1,000	5490	Emergency Food	1,000	1,000
1,935	1,060	2,605	2,000	2,000	5500	Medical/Physicals	2,000	2,000
7,627	15,753	10,224	9,000	9,000	5510	Train/Education/Programs	9,000	9,000
7,601	7,796	5,706	8,000	8,000	5512	Call Firefighter Retention	8,000	8,000
13,234	17,699	14,040	9,000	9,000	5581	Uniforms	9,000	9,000
0	0	0	3,500	3,500	5581	Uniform Allowance	3,500	3,500
21,512	17,025	20,756	13,400	13,400	5582	Equipment/Hose	13,400	13,400
367	952	474	500	500	5711	Mileage Reimbursement	500	500
123	2,781	2,301	3,000	3,000	5720	Out of State Travel	3,000	3,000
5,200	8,449	6,569	10,000	11,200	5783	Licenses and Fees	11,200	11,200
9,487	10,463	5,446	10,500	10,500	5870	C Radio/Pager Purchase	10,500	5,000
140,762	**147,043**	**140,955**	**145,100**	**147,300**		***Total Expenses***	**148,300**	**138,800**
946,078	**988,376**	**1,076,799**	**1,138,054**	**1,131,254**		***Total Budget***	**1,242,356**	**1,161,856**

EMS OPERATIONS BUDGET

The Department's Emergency Medical Services division is responsible for providing twenty-four hour, 365 days per year emergency ambulance coverage to the Town of Holden. In this capacity, we provide advanced life support, basic life support and public assistance to the sick, injured, and infirmed residents of the town. The service is staffed by Emergency Medical Technicians and Paramedics based upon regulatory requirement of the Massachusetts Department of Public Health. The EMS leadership is comprised of the Fire Chief and the EMS Coordinator, who are responsible for the day-to-day operations of the service as well as future planning and goals.

The EMS division is a multi-faceted organization with many requirements including but not limited to, hospital medical affiliation, federal and state licensure and mutual aid agreements. The division is also responsible for maintaining adequate medical supplies, vehicle maintenance, electronic patient care report system and service of durable medical equipment. The EMS division must also maintain an active training and education component to allow for the EMS providers to be up to date on current regulations, treatments and changes in the medical care of patients. Part of the education program is continual quality assurance of all skills and patient care reports to ensure the highest quality of care for the residents of Holden.

LEADERSHIP – Staff plans and directs all operations of EMS, sets policies and standard operating guidelines, keeps abreast of changing laws, regulations and rules as they affect the fire service and the community. Keeps and maintains all required federal, state and local records and issues reports as required. Maintains appropriate records and provides quality assurance and quality improvement as necessary. We work to provide the community with the highest quality and most effective emergency medical service possible.

MEDICAL RESPONSE AND TRANSPORT - Provides the response to calls for any type of medical emergency, including appropriate scene evaluation, patient diagnosis and treatment, as well as transportation of patients to area hospital emergency rooms. Mutual Aid agreements are maintained for regional EMS support.

TRAINING – The Department provides EMS training, education, certifications, and any recertification/refresher courses to all EMS personnel.

SUPPORT SERVICES – The administration staff provide support for all segments of EMS operation through clerical assistance, maintaining ambulance records, working with the medical billing companies, hospitals, patients, and surrounding fire departments. The staff also tries to maximize revenue for department, as appropriate, by reviewing patient invoicing, billing, and reconciliation for cost recovery of calls and services. This group is responsible for overseeing almost a million dollars in revenue for the town.

DEPARTMENT	FUNCTION	FUNCTION CODE
EMS	Emergency Medical Services	01-220
DEPARTMENT HEAD	**PREPARED BY**	
John Chandler III	John Chandler III	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
680,453	709,296	669,678	689,362	717,862	Salary & Wages	771,848	731,847
114,802	130,319	141,847	147,000	147,000	Operating Expense	147,000	145,000
84,865	0	0	0	0	Capital Outlay	0	0
880,120	**839,615**	**811,525**	**836,362**	**864,862**	***Total Budget***	**918,848**	**876,847**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
63,509	52,767	58,636	59,593	59,593	5111	EMS Coordinator	64,704	64,704
13,795	14,251	25,618	32,112	32,112	5112	Clerical	32,321	32,320
434,206	453,883	442,174	466,157	466,157	5113	Firefighters	502,323	502,323
32,453	36,345	11,320	15,000	15,000	5114	Paramedics (Per Diem)	15,000	15,000
29,110	4,335	3,690	15,000	15,000	5118	Call Firefighters	15,000	15,000
105,880	145,465	126,740	100,000	130,000	5132	Overtime	140,000	100,000
1,500	2,250	1,500	1,500	0	5140	EMS Coordinator Stipend	2,500	2,500
680,453	**709,296**	**669,678**	**689,362**	**717,862**		***Total Salary & Wages***	**771,848**	**731,847**
9	**9**	**10**	**10**	**10**		**# Personnel F/T**	**10**	**10**
2	**2**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
7	**7**	**3**	**3**	**3**		**# On-Call/Per Diem**	**3**	**3**
4,765	6,190	6,087	10,000	10,000	5244	Equipment Maintenance	10,000	10,000
1,321	1,480	1,627	1,500	1,500	5340	Cell Phones/Pagers	1,500	1,500
12,330	13,792	14,278	18,000	18,000	5410	Petro Products	18,000	16,000
462	193	414	500	500	5421	Office Supplies	500	500
10,361	7,435	7,314	11,000	11,000	5480	Vehicle Maintenance	11,000	11,000
3,914	4,644	3,303	4,000	4,000	5510	Train/Education/Programs	4,000	4,000
5,823	10,022	11,844	10,000	10,000	5581	Uniforms	10,000	10,000
0	0	0	4,500	4,500	5581	Uniform Allowance	4,500	4,500
34,996	36,305	46,911	40,000	40,000	5584	Medical Supplies/Equip.	40,000	40,000
13,317	15,917	16,457	16,000	16,000	5783	Licenses and Fees	16,000	16,000
27,513	34,341	33,612	31,500	31,500	5784	Billing Contractor	31,500	31,500
84,865	0	0	0	0	5870 C	Capital Outlay	0	0
199,667	**130,319**	**141,847**	**147,000**	**147,000**		***Total Expenses***	**147,000**	**145,000**
880,120	**839,615**	**811,525**	**836,362**	**864,862**		***Total Budget***	**918,848**	**876,847**

EMERGENCY MANAGEMENT

Emergency Management is responsible for planning and coordinating all civil emergency operations when necessary as indicated by emergency circumstances. Emergency Management maintains electronically the Comprehensive Emergency Management Plan for the town including but not limited to, updating information as required by State and Federal officials and is responsible for implementing the Federal SARA Act which requires continuous monitoring of hazardous material plans. Emergency Management is also a member of the Regional Emergency Planning Committee (REPC), and the training of the CERT (Citizens Emergency Response Team) Team and coordination with the Regional CERT Team.

Natural Emergencies around the world are on the rise and this has given greater emphasis on emergency management planning.

A key component of the Town of Holden's Emergency Preparedness is our CERT (Community Emergency Response Team) which has over 20 volunteers who help during town emergencies.

In February of 2015 we were very fortunate to hire Chris Montiverdi into the position of Firefighter/Paramedic/Emergency Management Coordinator. Chris came to us from he City of Worcester where he has filled a number of positions dealing with Emergency Management. We look forward to having Chris on board and to taking our Emergency Planning and Preparedness to the next level.

SUPPORT SERVICES – Clerical assistance, records maintenance, and grant assistance for the town's emergency planning.

DEPARTMENT	FUNCTION	FUNCTION CODE
Emergency Management	Emergency Preparedness	01-291
DEPARTMENT HEAD	**PREPARED BY**	
John Chandler III	John Chandler III	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
11,246	14,679	5,000	71,303	32,650	Salary & Wages	69,399	66,899
12,660	5,332	6,314	7,660	7,990	Operating Expense	15,320	8,320
23,906	**20,011**	**11,314**	**78,963**	**40,640**	***Total Budget***	**84,719**	**75,219**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
11,246	9,679	0	0	0	5112	Clerical	0	0
			66,303	26,400	5115	EM Coordinator	61,899	61,899
0	5,000	5,000	5,000	6,250	5120	Stipend	7,500	5,000
11,246	**14,679**	**5,000**	**71,303**	**32,650**		***Total Salary & Wages***	**69,399**	**66,899**
0	**0**	**0**	**1**	**1**		**# Personnel F/T**	**1**	**1**
1	**1**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
477	669	0	0	0	5421	Office Supplies	0	0
20	105	772	660	990	5430	Cell Phone	1,320	1,320
8,033	457	35	2,000	2,000	5510	Training	4,000	2,000
4,130	4,101	5,507	5,000	5,000	5582	Emergency Supplies	10,000	5,000
12,660	**5,332**	**6,314**	**7,660**	**7,990**		***Total Expense***	**15,320**	**8,320**
23,906	**20,011**	**11,314**	**78,963**	**40,640**		***Total Budget***	**84,719**	**75,219**

PUBLIC SAFETY BUILDING

The Public Safety Building was completed in November of 2010 and houses the Fire and Police Departments in the 34,000 square foot facility. The building is comprised of the fire department administrative area, living area and apparatus bay area on the second floor and the police department, regional dispatch center, mechanical and electrical areas, training room/EOC and fitness room on the first level.

The building has a state of the art HVAC system that utilizes geo-thermal heat and air conditioning; computer controlled and monitored operating systems, a total access control system and a recorded video surveillance system. The building project also included a state of the art Voice Over IP (VOIP) phone system which has since been expanded to cover all town departments.

The oversight of the building is done by the fire and police chiefs with the fire chief primarily overseeing maintenance and the police chief overseeing cleaning. An outside cleaning firm not only handles day to day cleaning but is also contracted to do semi-annual cleaning of all rugs and waxing of floors and annual window and exterior cleaning.

The goal of the original building committee was to design a state of the art that would be the 'last building standing' if a disaster hit Holden and the goal of the two chiefs is to keep the building well maintained and looking as good as it did the day we moved in.

In FY 2015 the dispatch center became a regional center with the addition of the Town of Princeton coming on board in December. Also the town moved some of its key computer system to the 911 room in the Public Safety Building as the room is well protected and has both a major Uninterruptable Power Supply (UPS) and a backup generator that can run almost the entire building in the event of a major power outage.

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Safety	Public Safety Building	
DEPARTMENT HEAD	PREPARED BY	
	Chief Chandler and Chief Armstrong	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
0	0	0	0	0	Salary & Wages	0	0
138,012	173,165	190,913	193,953	194,353	Operating Expense	235,500	235,500
138,012	**173,165**	**190,913**	**193,953**	**194,353**	***Total Budget***	**235,500**	**235,500**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
54,076	57,047	62,609	64,500	64,500	5212	PSB Utilities	64,500	64,500
6,982	5,134	6,012	4,600	5,000	5214	PSB Fuel	6,000	6,000
12,329	8,757	8,467	11,000	11,000	5231	PSB Water Sewer	11,000	11,000
24,753	62,853	37,599	62,853	62,853	5242	PSB Mechanical & Maint	65,000	65,000
0	0	30,245	0	0	5242	Maint. Contracts	30,000	30,000
735	1,063	3,110	3,000	3,000	5248	Generator Maintenance	3,000	3,000
34,545	33,064	32,714	35,000	35,000	5430	PSB Cleaning	35,000	35,000
4,592	5,247	10,157	13,000	13,000	5450	PSB Cleaning Supplies	13,000	13,000
0	0	0	0	0		Miscellaneous Repairs	8,000	8,000
138,012	**173,165**	**190,913**	**193,953**	**194,353**		***Total Expenses***	**235,500**	**235,500**
138,012	**173,165**	**190,913**	**193,953**	**194,353**		***Total Budget***	**235,500**	**235,500**

TOWN OF HOLDEN

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Request FY 2016	Manager FY 2016
PUBLIC WORKS							
Administration	144,425	159,158	167,131	174,145	177,500	174,245	176,245
Engineering	185,640	299,365	153,282	263,172	247,147	329,624	298,155
Highway Division	993,274	1,271,148	1,293,223	1,283,817	1,280,888	1,335,244	1,335,244
Mechanics Division	176,959	183,127	186,340	191,038	189,958	190,802	190,802
Buildings/Grounds	650,586	639,367	685,845	716,199	677,600	718,690	684,210
Garage Division	40,527	48,769	42,791	51,500	45,700	49,500	49,500
TOTAL	**2,191,411**	**2,600,934**	**2,528,612**	**2,679,871**	**2,618,793**	**2,798,105**	**2,734,156**

DEPARTMENT OF PUBLIC WORKS (GENERAL FUND)

MISSION STATEMENT

"The principal mission and focus of the Holden Department of Public Works is to enhance the quality of life for all residents, businesses and visitors of Holden through responsible and sound management, innovation, teamwork and vision, and to provide dependable, high quality, responsive public works and utility services at reasonable costs".

The Department of Public Works - (General Fund) is comprised of five (5) Divisions: Administration; Engineering; Highway; Buildings & Grounds, and; Mechanics. The Department of Public Works (DPW) is responsible for the planning, design, operations and management of the Town's public works infrastructure and/or assets. The professional staff also provides technical and/or management expertise to other municipal departments and town officials. Holden's infrastructure includes: 118-miles of roads, guard rails and street signs; 56-miles of sidewalks (of which 20-miles are snowplowed); bridges; storm water infrastructure, including over 2,000 catch basins/manholes, culverts and outfalls; winter snow & ice operations; cemeteries, parks and playgrounds; town-owned buildings (four of which are historic); town landfill; and program management necessary to provide safe and reliable transportation systems for each of our public safety operations, residents, businesses, and visitors.

The DPW (General Fund) consists of a talented group of twenty-five (25) professionals who include the following: Director of Public Works, Senior Civil Engineer, Civil Engineer II, Office Manager, Senior Clerk, Superintendent of Operations, Highway Foreman, Buildings & Grounds Foreman, Mechanics Foreman, two (2) Mechanics, five (5) Equipment Operators III, five (5) Equipment Operators II, two (2) Laborers, and two (2) Custodians.

The Director of Public Works, Office Manager, Senior Clerk, Senior Civil Engineer and Civil Engineer II each share responsibilities with the Water & Sewer Enterprise Fund. The Senior Clerk position is fully funded by the Water & Sewer Enterprise Fund. The others are fully funded from the General Fund.

Administration

The Administration Division provides overall administration, supervision and direction for all DPW Divisions and town-related activities. Additionally, Administration provides ongoing day to day operations and planning support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director meets with key staff on a daily basis, and the products and accomplishments are reviewed along with project and operational costs associated with accomplishing other Departmental goals. This Division also provides administrative services for the Director, Senior Civil Engineer and Civil Engineer II and processes all department payroll, personnel forms, accounts and town-wide municipal fuel-use records. Administrative staff also manages the everyday functions and processing of cemetery deeds, records and the sale of cemetery lots.

Administration, together with the Engineering Division, initiates and executes necessary studies and preliminary design for major capital projects and prepares all documents and/or specifications necessary to solicit bids and quotations for the procurement of goods, services and contracts. These often involve the preparation of grant applications or proposals and selection of consultants and/or liaison work between town and consultants or agencies.

The Holden Department of Public Works team is comprised of a most talented and hard-working group of professionals whose combined efforts, initiative and dedication result in the highest level of reasonable, cost-effective and timely deliverables to Holden's residents, businesses and visitors under the most challenging conditions every day of the year.

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Administration Division	01-421
DEPARTMENT HEAD	**PREPARED BY**	
John Woodsmall	John Woodsmall	

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
83,177	99,462	104,466	108,809	108,809	5110	DPW Director	108,809	108,809
52,487	53,012	53,835	56,586	56,586	5112	Clerical	56,586	58,586
135,664	**152,474**	**158,301**	**165,395**	**165,395**		***Total Salary & Wages***	**165,395**	**167,395**
2	**2**	**2**	**2**	**2**		**# Personnel F/T**	**2**	**2**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
112	165	55	300	300	5244	Radio Maintenance	300	300
621	609	780	625	625	5340	Pagers/Cell Phone	625	625
310	244	221	300	300	5343	Postage	300	300
808	1,367	1,240	1,500	1,300	5410	Petro Products	1,300	1,300
3,434	2,007	2,652	2,450	5,000	5421	Office Supplies	2,600	2,600
131	383	144	400	400	5422	Printing	400	400
770	947	58	800	2,000	5480	Vehicle Maintenance	1,000	1,000
0	0	223	125	80	5584	Safety Wear	225	225
716	775	1,498	1,400	1,500	5731	Association Dues	1,500	1,500
0	0	0	100	100	5732	Books & Periodicals	100	100
1,859	187	1,959	750	500	5733	Expense of Meetings	500	500
8,761	**6,684**	**8,830**	**8,750**	**12,105**		***Total Expenses***	**8,850**	**8,850**
144,425	**159,158**	**167,131**	**174,145**	**177,500**		***Total Budget***	**174,245**	**176,245**

Engineering

The Engineering Division provides town-wide technical services for all municipal departments. These services include preparation and maintenance of street and sidewalk inventories; making recommendations to the Planning Board, Conservation Commission, Transportation/Circulation Committee and Zoning Board of Appeals with the review of site plans; preliminary and definitive subdivisions; approval not required plans, and; subdivision acceptance and as-built plans. The Division also offers professional technical review of supporting documents including traffic impact studies; environmental impact assessment reports, and; stormwater reports. Engineering determines construction cost estimates for bonding requirements, inspects the installation of utilities to ensure that all work is performed in compliance with applicable regulations and that all public infrastructure and utilities are properly tested/installed before acceptance by the Town. The Division also conducts comprehensive studies on proposed large subdivisions to account for their impact and need for improvements to the Town's public roads, bridges, sidewalks, water, sewage, drainage, and traffic management systems. Technical expertise is provided to support all construction-related project activities performed by the DPW operating divisions and other town departments or agencies. To accomplish this goal, the Engineering Division undertakes the design and surveys elements, prepares specifications and cost estimates, calculates material quantities, and files necessary applications with the regulatory agencies.

Engineering manages the stormwater and illicit discharge detection and elimination programs by conducting ongoing field inspections and data collection to comply with the United States Environmental Protection Agency's Phase II Small Municipal Separate Storm Sewer System (MS4) Stormwater General Permit. These ongoing activities necessary to ensure compliance include the monitoring of project sites, review and testing of suspect discharges and implementation of program goals to achieve best management practices. Similarly, the Division manages contracted services for all post-closure monitoring activities for the Town-owned Landfill on River Street in order to comply with the requirements of the Massachusetts Department of Environmental Protection which requires the town to monitor, inspect, test and report (in the spring and fall of each year) on all groundwater activities in and around the former landfill.

Engineering also manages and maintains the GIS online mapping system and a web-based management system for the administration of data, assets, and time resources, for each of the DPW Divisions as well as other Town Departments.

TOWN OF HOLDEN

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Engineering Division	01-411
DEPARTMENT HEAD	**PREPARED BY**	
John Woodsmall	John Woodsmall	

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
140,194	123,358	135,320	141,497	141,497	Salary & Wages	175,024	144,405
45,446	176,007	17,962	121,675	105,650	Operating Expense	154,600	153,750
185,640	**299,365**	**153,282**	**263,172**	**247,147**	***Total Budget***	**329,624**	**298,155**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
140,194	123,358	135,320	141,497	141,497	5111	Engineers	144,405	144,405
					N	New GIS Engineer	30,619	0
140,194	**123,358**	**135,320**	**141,497**	**141,497**		***Total Salary & Wages***	**175,024**	**144,405**
2	**2**	**2**	**2**	**2**		**# Personnel F/T**	**3**	**2**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
19,867	117,301	0	50,000	50,000	5299	Post Closure Monitoring	70,000	70,000
0	3,389	3,800	10,000	10,000	5303	Consulting Services	10,000	10,000
0	5,244	2,112	2,500	2,500	5306	Design Software	2,500	2,500
0	0	0	10,000	10,000	5311	GIS	15,000	15,000
551	642	573	600	1,150	5340	Pagers/Cell Phones	2,000	1,150
132	136	235	500	500	5343	Postage	500	500
1,566	1,469	1,952	1,750	1,750	5410	Petro Products	1,750	1,750
42	46	1,702	1,500	1,500	5480	Vehicle Maintenance	1,500	1,500
2,924	2,107	3,183	2,700	2,700	5582	Equip/Supplies	2,700	2,700
0	0	398	225	150	5584	Safety Wear	650	650
2	345	0	100	100	5710	Car Allowance/Mileage	100	100
297	418	217	1,000	500	5731	Association Dues	500	500
20,000	44,750	3,304	40,000	24,000	5732	Storm Water NPDES Permit	45,000	45,000
65	160	486	800	800	5733	Expense of Meetings	2,400	2,400
45,446	**176,007**	**17,962**	**121,675**	**105,650**		***Total Expenses***	**154,600**	**153,750**
185,640	**299,365**	**153,282**	**263,172**	**247,147**		***Total Budget***	**329,624**	**298,155**

Highway

The Highway Division is responsible for the everyday maintenance, construction and management of the Town's public works infrastructure and/or assets which include: winter snow & ice operations; roads, sidewalks; drainage; fleet maintenance and repair; street sweeping; bridges; stormwater, catch basins, culverts and outfalls; guard rail; street signs; town landfill, and; program management necessary to provide safe and reliable vehicular and pedestrian transportation systems for each of our public safety operations, residents, businesses and visitors.

One of the major goals of the Highway Division is to provide a successful, cost-efficient and timely snow and ice operations program. To achieve this goal, we execute a well coordinated effort to salt and plow our public ways together with providing high levels of efficient equipment repair/maintenance that allows the DPW to execute this task. We also plow and salt town-owned public buildings/facilities, including the elementary and middle schools. Our talented DPW snow and ice fighting crews are strategically coordinated and supervised during each storm event to result in high levels of efficiency, reduced costs and top-performing results to ensure that all public roads and sidewalks are safe, reliable and convenient for travel during the winter months.

Another goal of this Division is our progressive roads and sidewalks program whereas the Highway Division and the Engineering Division work closely to determine, develop and execute a unique program whereas portions of the work is completed using DPW labor, equipment, and materials and other elements are performed utilizing contractors procured by way of competitive bidding. This program includes: overlays, cold planning, reclamation, crack sealing, drainage, catch basin/manhole cleaning, and street sweeping. In each case, we act as General Contractor which results in cost-effective and high quality end product.

This Division also works closely with the Buildings & Grounds Division to provide continued assistance for the Wachusett Greenways in the care and maintenance of the Rail Trail, from River Street in Holden to the West Boylston town line at the Wachusett Reservoir. Similarly, these Divisions work together on an annual basis to provide leaf composting and brush chipping programs for our residents. These programs are very popular and meaningful for our residents and the materials generated from this program are processed by the DPW and used on soccer fields, baseball fields, and numerous town-wide DPW projects.

Garage operations are also included under this group and are responsible for the everyday operation and maintenance of the Adams Roads DPW Facilities as well as the maintenance of efficient utilities and safe garage operations. The utilities include HVAC, mechanical, plumbing, electrical, water, sewer, fuel, telephone, and 2-way radios. The street light utility is also included in the Highway Division, and includes the expense for all public street lights as well as protective lighting at town-owned intersections and other high hazard areas.

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Highway Division	01-422
DEPARTMENT HEAD	**PREPARED BY**	
John Woodsmall	John Woodsmall	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
458,228	476,455	479,805	507,517	512,688	Salary & Wages	501,744	501,744
277,704	281,518	284,824	326,300	318,200	Operating Expense	383,500	383,500
257,342	513,175	528,594	450,000	450,000	Snow Removal	450,000	450,000
993,274	**1,271,148**	**1,293,223**	**1,283,817**	**1,280,888**	***Total Budget***	**1,335,244**	**1,335,244**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
75,751	79,551	83,554	87,238	87,238	5111	Supervisor	87,238	87,238
348,243	363,078	373,932	386,679	388,700	5116	Labor	381,506	381,506
4,000	3,880	5,220	4,900	5,200	5118	Seasonal Labor	5,200	5,200
14,066	13,497	8,343	15,000	15,000	5132	Overtime	15,000	15,000
5,880	6,090	3,244	6,000	10,000	5140	Police Details	6,000	6,000
212	283	112	500	250	5142	Out of Class	500	500
10,076	10,076	5,400	7,200	6,300	5143	Incentive Pay/Bonus	6,300	6,300
458,228	**476,455**	**479,805**	**507,517**	**512,688**		***Total Salary & Wages***	**501,744**	**501,744**
9	**9**	**9**	**9**	**9**		**# Personnel F/T**	**9**	**9**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
1	**1**	**1**	**1**	**1**		**# Personnel Seasonal**	**1**	**1**
108,000	108,000	108,000	108,500	108,500	5211	Light Power/Street Lights	110,000	110,000
1,803	2,000	2,350	8,000	3,000	5271	Leased Equipment	5,500	5,500
3,989	3,459	3,558	3,600	3,200	5340	Pagers/Cell Phones	3,500	3,500
14,640	12,163	13,694	14,000	11,500	5410	Petro Products	12,000	12,000
24,158	20,875	19,982	26,000	21,000	5411	Diesel Fuel	21,000	21,000
68,909	74,497	63,757	72,000	72,000	5480	Vehicle Maintenance	72,000	72,000
5,606	5,291	6,449	7,000	7,000	5531	Stock	7,000	7,000
1,087	1,586	2,104	2,000	3,000	5532	Tools	2,000	2,000
10,450	11,609	19,712	20,000	24,000	5537	Miscellaneous Drainage	22,000	22,000
19,790	20,952	21,055	37,000	37,000	5538	Road/Patch	35,000	35,000
6,349	3,715	6,368	6,000	6,000	5541	Street Sweeper	6,000	6,000
5,150	5,250	2,344	3,000	2,500	5581	Uniforms	2,500	2,500
0	0	3,578	3,000	3,000	5584	Safety Wear	3,500	3,500
485	1,325	1,445	1,200	1,500	5783	Licenses	1,500	1,500
0	0	0	0	0	5788	Line Painting	65,000	65,000
7,288	10,796	10,428	15,000	15,000	5789	Signs	15,000	15,000
257,342	513,175	528,594	450,000	450,000	5890	Snow Removal	450,000	450,000
535,046	**794,693**	**813,418**	**776,300**	**768,200**		***Total Expenses***	**833,500**	**833,500**
993,274	**1,271,148**	**1,293,223**	**1,283,817**	**1,280,888**		***Total Budget***	**1,335,244**	**1,335,244**

Mechanics Division

The Mechanics Division maintains a town wide equipment inventory and provides scheduled, routine, specialized and emergency mechanical services for over one hundred and twenty (120) pieces of Town-owned heavy equipment, vehicles and construction-related equipment (except for the public schools). The ownership of these pieces of equipment is distributed as follows: DPW (70), Police/Fire Department (30) and Other Departments (20). This group also services the water and sewer pumping stations, generators and fuel storage tanks to assure that all equipment is ready, reliable and safe for day-to-day and emergency-related use.

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Mechanics Division	01-423
DEPARTMENT HEAD	**PREPARED BY**	
John Woodsmall	John Woodsmall	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
159,726	161,781	168,194	172,138	172,138	Salary & Wages	172,782	172,782
17,233	21,346	18,146	18,900	17,820	Operating Expense	18,020	18,020
176,959	**183,127**	**186,340**	**191,038**	**189,958**	***Total Budget***	**190,802**	**190,802**
					Indirects Included:		
17,000	17,000	17,000	17,000	17,000	HMLD Charge	17,000	17,000
43,000	40,000	40,000	40,000	40,000	Water Sewer Enterprise	40,000	40,000
60,000	**57,000**	**57,000**	**57,000**	**57,000**	**Indirects**	**57,000**	**57,000**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
158,936	161,318	163,824	167,918	167,918	5116	Equipment Mechanics	168,562	168,562
306	277	1,483	1,320	1,320	5132	Overtime	1,320	1,320
484	186	187	200	200	5142	Working Out of Class	200	200
0	0	2,700	2,700	2,700	5143	Incentive Plan	2,700	2,700
159,726	**161,781**	**168,194**	**172,138**	**172,138**		***Total Salary & Wages***	**172,782**	**172,782**
3	**3**	**3**	**3**	**3**		**# Personnel F/T**	**3**	**3**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
1,106	912	899	1,100	920	5340	Pagers/Cell Phones	920	920
3,689	5,976	2,156	2,100	1,700	5410	Petro Products	1,700	1,700
0	0	971	2,100	1,000	5411	Diesel	1,000	1,000
2,486	3,534	2,270	2,500	2,900	5480	Vehicle Maintenance	3,000	3,000
7,138	6,991	8,021	7,500	7,500	5532	Mechanic Tools	7,500	7,500
2,509	3,035	1,803	1,800	1,800	5581	Uniforms	1,800	1,800
0	0	1,322	1,000	1,200	5584	Safety Wear	1,300	1,300
305	898	704	800	800	5783	Licenses	800	800
17,233	**21,346**	**18,146**	**18,900**	**17,820**		***Total Expenses***	**18,020**	**18,020**
176,959	**183,127**	**186,340**	**191,038**	**189,958**		***Total Budget***	**190,802**	**190,802**

Buildings & Grounds

The Buildings & Grounds Division is responsible to provide safe and usable recreational and one hundred and forty (140) acres of open area assets for our residents. Our town-owned assets include twelve (12) town-owned buildings, seven (7) parks, eight (8) sports fields, four (4) indoor facilities, two (2) pools, one (1) beach, three (3) playground areas, three (3) outdoor courts, and over ten (10) miles of nature trails. This Division also provides field maintenance, litter control/management and snow and ice removal/maintenance. This Division is also responsible for the operation, maintenance and/or custodial duties associated with the following buildings or areas: Town Hall, Starbard, Damon, Hendricks, Senior Center, Recreation (New), Recreation (Creamer), Gale Free Library, Adams Road DPW Facility, Spring Street Water & Sewer Facility, Public Safety Building, Dawson Pool, Eagle Lake, and Trout Brook.

Cemetery operations play a critical role in this Division whereas we care for fifty (50) acres of the Grove Cemetery, four (4) acres of the Main Street historical cemetery, and the continued maintenance of the expanded (but unused) area of the Grove Cemetery. Day-to-day duties include grounds maintenance, landscaping, grave layout, opening and closing of graves, setting of markers, and financial and health department record keeping. In 2013, we had twelve (12) cremation burials and twenty (20) full burials.

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Buildings/Grounds	01-471
DEPARTMENT HEAD	**PREPARED BY**	
John Woodsmall	John Woodsmall	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
394,448	403,858	414,063	426,091	409,300		Salary & Wages	447,240	412,760
256,138	235,509	271,782	290,108	268,300		Operating Expense	271,450	271,450
650,586	**639,367**	**685,845**	**716,199**	**677,600**		***Total Budget***	**718,690**	**684,210**
						Indirects Included:		
25,000	25,000	25,000	25,000	25,000	4271	Recreation charges	25,000	25,000
25,000	**25,000**	**25,000**	**25,000**	**25,000**		**Indirects**	**25,000**	**25,000**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
352,624	349,016	353,668	372,881	354,000	5116	Labor	356,660	356,660
					N	New Custodian	34,480	0
0	14,378	9,968	5,000	5,000		PT Temp Facility Manager	5,000	5,000
18,682	16,893	20,148	20,610	20,000	5118	Seasonal Labor	20,500	20,500
21,420	22,495	25,027	22,000	25,000	5132	Overtime	25,000	25,000
572	215	152	500	200	5142	Out of Class	500	500
1,150	861	5,100	5,100	5,100	5143	Incentive Plan	5,100	5,100
394,448	**403,858**	**414,063**	**426,091**	**409,300**		***Total Salary & Wages***	**447,240**	**412,760**
8	**8**	**8**	**8**	**8**		**# Personnel F/T**	**9**	**8**
0	**1**	**1**	**1**	**1**		**# Personnel P/T Temporary**	**1**	**1**
3	**3**	**3**	**3**	**3**		**# Seasonal**	**3**	**3**
30,712	28,930	26,833	30,000	30,000	5212	Utilities	30,000	30,000
31,869	33,815	24,745	33,000	24,000	5214	Fuel	24,000	24,000
17,663	18,448	19,646	25,000	19,500	5231	Water/Sewer	20,500	20,500
3,405	1,761	2,288	4,500	4,500	5242	Equipment Repair	4,500	4,500
14,781	7,056	7,056	10,000	10,000	5247	Elevator Maintenance	10,000	10,000
12,395	12,071	11,548	12,000	6,000	5249	Alarm Monitor	6,000	6,000
2,998	3,032	2,731	3,000	2,800	5340	Pagers/Cell Phone	3,100	3,100
38,010	30,559	33,010	28,000	30,000	5341	Telephone	30,000	30,000
21,826	22,069	11,247	12,250	9,700	5410	Petro Products	10,000	10,000
0	0	13,807	13,200	13,000	5411	Diesel Fuel	13,000	13,000
434	752	616	600	750	5421	Office Supplies	600	600
21,469	17,223	37,324	42,000	42,000	5430	Building Maintenance	42,000	42,000
12,614	10,606	12,743	10,608	12,000	5450	Building Supplies	12,000	12,000
15,787	14,354	19,657	22,000	22,000	5460	Parks Maintenance	22,000	22,000
6,844	7,251	11,420	11,000	11,000	5462	Grave Maintenance	11,000	11,000
17,054	19,687	26,214	21,000	21,000	5480	Vehicle Maintenance	20,000	20,000
2,032	2,309	3,469	3,500	3,500	5532	Tools	3,500	3,500
4,775	4,786	2,655	3,000	2,700	5581	Uniforms	3,000	3,000
0	0	3,473	3,000	2,000	5584	Safety Wear	3,800	3,800
75	117	100	350	350	5731	Association Dues	350	350
1,395	683	1,200	2,100	1,500	5783	Licenses	2,100	2,100
256,138	**235,509**	**271,782**	**290,108**	**268,300**		***Total Expenses***	**271,450**	**271,450**
650,586	**639,367**	**685,845**	**716,199**	**677,600**		***Total Budget***	**718,690**	**684,210**

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Garage Division	01-422
DEPARTMENT HEAD	**PREPARED BY**	
John Woodsmall	John Woodsmall	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
40,527	48,769	42,791	51,500	45,700	Operating Expense	49,500	49,500
40,527	**48,769**	**42,791**	**51,500**	**45,700**	***Total Budget***	**49,500**	**49,500**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
11,249	10,997	10,847	11,500	11,000	5212	Utilities	11,500	11,500
12,196	12,326	13,657	16,000	13,000	5214	Fuel / Natural Gas	14,000	14,000
1,696	1,758	1,869	2,000	1,900	5231	Water & Sewer	2,000	2,000
2,535	2,126	1,790	2,000	1,800	5342	Radio Lines	2,000	2,000
12,851	21,562	14,628	20,000	18,000	5430	Building Maintenance	20,000	20,000
40,527	**48,769**	**42,791**	**51,500**	**45,700**		***Total Expenses***	**49,500**	**49,500**
40,527	**48,769**	**42,791**	**51,500**	**45,700**		***Total Budget***	**49,500**	**49,500**

OTHER FUNDS	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Request FY 2016	Manager FY 2016
Water/Sewer Enterprise Fund	5,352,496	5,743,349	5,704,740	6,585,090	6,012,351	7,098,637	7,065,227
Water/Sewer Stabilization Fund	193,836	103,948	106,413	173,652	173,652	173,652	173,652
DPW Depreciation Fund	282,962	349,935	511,390	611,234	611,234	861,234	861,234
Recreation Revolving Fund	306,384	285,019	308,868	445,065	426,484	365,458	365,458
Before/After School Revolving Fund	287,650	289,864	282,656	334,228	313,798	323,542	323,542
Cable Revolving Fund	182,033	239,790	269,279	304,960	304,938	302,695	302,695
Solid Waste Revolving Fund	1,049,878	1,035,984	1,084,822	1,147,423	1,143,723	1,160,149	1,147,249
Inspection Revolving Fund	200,985	191,258	222,402	241,829	231,079	270,635	251,635
Fire Vehicle Stabilization Fund	203,030	155,777	414,900	565,347	565,347	815,347	815,347
General Stabilization Fund	302,252	677,681	1,448,930	2,128,264	2,128,264	2,628,264	2,628,264
Infrastructure Investment Fund	1,672,280	1,553,682	1,454,821	1,328,257	1,328,257	1,328,257	1,328,257
TOTAL	**10,033,786**	**10,626,287**	**11,809,221**	**13,865,349**	**13,239,127**	**15,327,870**	**15,262,560**

WATER & SEWER ENTERPRISE FUND

MISSION STATEMENT

"The principal mission and focus of the Holden Department of Public Works- Water & Sewer Division is to enhance the quality of life for all residents, businesses and visitors of Holden through responsible and sound management, innovation, teamwork and vision, and to provide dependable, high quality, responsive public works water and sewer services at reasonable costs".

The Department of Public Works – Water & Sewer Division provides for the complete administration, operations, and engineering for water supply, water distribution, sewer collection systems, sewer treatment, customer service, billing, capital planning and improvements, and program management. The essential functions of this Division include administration, engineering, water distribution, water supply, sewer collection, and customer service.

The Water & Sewer Division consists of a talented group of nine (9) professionals including the Water & Sewer Superintendent, Water & Sewer Foreman, one (1) Water Operator III, five (5) Water Operator II, and one (1) Water Operator I. Additionally the Department of Public Works Administration and Engineering Divisions, consisting of the Director, Senior Civil Engineer, Civil Engineer II, Office Manager and Senior DPW Clerk share responsibilities with the Water & Sewer Division.

Administration

The Water & Sewer Division provides ongoing everyday operations, planning, regulatory direction and support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director and Water & Sewer Superintendent meet with key staff on a daily basis where products and accomplishments are reviewed, along with project and operational costs associated with accomplishing other departmental goals. The Water & Sewer Superintendent provides overall administration, supervision, and direction for all Water & Sewer Division operations and activities. The Office Manager and Senior DPW Clerk provide administrative assistant services for the Director, Water & Sewer Superintendent, Senior Civil Engineer, and Civil Engineer II. The Water & Sewer Superintendent and the Senior DPW Clerk are funded fully by the Water & Sewer Enterprise Fund. The Director, Senior Civil Engineer, and Civil Engineer II, and Office Manager are fully funded by the General Fund.

The preparation of specifications and the administration of bid solicitations and quotations for procurement are also managed under administration, as well as all Massachusetts Department of Environmental Protection (MassDEP) and/or United States Environmental Protection Agency (USEPA) reporting requirements. Under the direction of the Water & Sewer Superintendent, the Senior DPW Clerk processes all reports related to water sampling, collection, testing and production for submission to MassDEP, USEPA and/or other regulatory agencies. All division payroll, personnel forms, and accounts are processed through the DPW Office Manager. All monthly invoices and payment receipts to customers for water and sewer related functions are issued and managed by the Holden Municipal Light Department.

WATER & SEWER ENTERPRISE FUND

Engineering

Engineering manages and provides technical services, field inspections, and program management for various water and sewer programs.

Water Distribution

The Division strives to maintain existing water mains, valves, hydrants, storage reservoirs in an acceptable and safe condition, and to identify and repair water main, hydrant, and service leaks. The Division performs planning, everyday operations and maintenance, undertakes major capital improvement projects such as well redevelopment, hydrant flushing, cleaning and/or replacing water mains, tank rehabilitation, etc. There are approximately one hundred and eight (108) miles of water main throughout the Town.

Water Supply

The Division provides reliable, clean and healthy water that meets or exceeds all state and federal regulations for each of our valued customers. High quality water is achieved from our town-owned and purchased water sources by providing high levels of maintenance and operations at each of our treatment and pumping facilities. In FY 2014, a total of approximately 484 million gallons of water was produced and/or purchased (seventy-five (75) percent produced and twenty-five (25) percent purchased), all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

Sewer Collection Systems

There are approximately seventy-eight (78) miles of sanitary sewer mains through the Town of Holden, consisting of gravity and force mains, and the Rutland-Holden Trunk and Relief Sewers (RHTRS). The sewer collection systems consist of various size pipelines constructed of materials such as PVC, asbestos concrete, and concrete, and twenty-six (26) sewer pumping stations that are operated and maintained twenty-four hours a day, seven days a week. Our sewer collection system operations includes routine cleaning, pumping and scheduled preventive maintenance. Our staff also documents operating records for each of our stations on a daily basis.

WATER & SEWER ENTERPRISE FUND

Sewage Treatment

The Town of Holden does not treat its own sewage. All wastewater is transported through the Massachusetts Department of Conservation and Recreation (DCR) RHTRS into the City of Worcester, measured via the Parker Avenue sewer flow meter and the DCR Station C Meter, and eventually discharged to the Upper Blackstone Water Pollution Abatement District (UBWPAD) treatment facility located in Millbury, Massachusetts. The Town of Holden makes annual payments to DCR for the use of the RHTRS, the City of Worcester for the use of their sewer collection system, and the UBWPAD for the final treatment of the Town's wastewater. The sum of these payments constitutes the majority of the Town's fixed-expense line items in the sewer budget. In FY 2014, a total of approximately 356 million gallons of sewage was transported through the RHTRS and treated at the UBWPAD treatment facility.

Customer Service

Customer service is provided by our administration, engineering, and field staff with the goal of providing outstanding water and sewer services to all water and sewer customers. To support this goal, water services and meters are installed and serviced for all customers, with a sufficient inventory of spare parts to accommodate the most common emergency-related repairs.

Billing

The Holden Municipal Light Department (HMLD) provides billing services for the Water & Sewer Division using remote mobile devices to read, manage, and perform water meter readings each month to produce the monthly water and sewer bills. There are also twenty-four (24) meters that are manually read each month by the Water & Sewer Division. Over 70,000 water and sewer bills (and payment receipts) are processed each year by the HMLD. To provide cost-savings and efficiencies, the monthly billing function has been integrated into one comprehensive utility bill to include water, sewer, electric, and trash collection. There are approximately 5,800 water customer accounts and 4,500 sewer customer accounts.

Summary

The Holden Department of Public Works Water & Sewer Division is comprised of a hard working group of professionals whose combined efforts, initiative and dedication result in the highest level of reasonable, cost-effective, and timely services to Holden's residents, businesses, and visitors under the most challenging conditions, twenty-four hours a day, seven days a week.

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Water/Sewer Enterprise	60-5-450
DEPARTMENT HEAD	PREPARED BY	
John Woodsmall	John Woodsmall	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		APPROPRIATION Description	Request FY 2016	Manager FY 2016
493,339	513,114	509,488	574,370	557,951		Salary & Wages	608,464	598,470
4,767,320	4,986,473	4,690,219	5,613,220	5,454,400		Operating Expenses	6,490,173	6,466,757
91,837	243,762	505,033	397,500	0		Capital Outlay	0	0
5,352,496	**5,743,349**	**5,704,740**	**6,585,090**	**6,012,351**		**Total Budget**	**7,098,637**	**7,065,227**
						FINANCING PLAN		
5,087,295	5,476,391	5,566,695	5,407,174	5,550,000	4210	Water Rates	5,407,174	5,407,174
16,137	27,270	9,183	10,000	10,000	4220	Water Miscellaneous	10,000	10,000
73,350	141,050	362,000	55,000	100,000	4221	Water Connections	55,000	55,000
176,637	198,287	187,552	153,173	150,000	4222	Tower Rental	146,000	146,000
0	0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
1,344	810	750	900	1,000	4227	Septage UBWPAD	900	900
0	5,674	0	5,000	5,000	4280	Interest	5,000	5,000
2,141	4,992	5,619	3,000	3,000	4320	Liens	3,000	3,000
62,146	375,455	171,449	50,000	100,000	4321	Sewer Insp/Entrance Fees	50,000	50,000
0	299,030	0	0	0	4750	Inflow & Infiltration	0	0
355,915	336,450	360,527	265,983	265,983	4751	Sewer Project Assessment	260,000	260,000
0	0	0	0	0	4595	Dec '08 FEMA	0	0
27,737	0	0	0	0	4695	Dec '08 MEMA	0	0
				8,000	4850	W/S Worker Comp. Reimb.	0	0
0	0	0	0	0	4920	Bond	0	0
7,669	0	0	0	0		Water Conservation Grant Surplus	0	0
19,082	16,032	12,019	0	0		Encumbrances	0	0
0	0	330,164	680,000	680,000		Free Cash Approp. from previous	1,127,500	1,127,500
0	-330,164	-680,000	0	-1,127,500	3590	Free Cash Approp.for next year	0	0
5,829,453	6,551,277	6,325,958	6,676,230	5,745,483		**TOTAL REVENUE**	7,110,574	7,110,574
5,352,496	5,743,349	5,704,740	6,585,090	6,012,351		**TOTAL EXPEND.**	7,098,637	7,065,227
159,233	636,190	1,444,118	1,444,118	1,444,118		**PRIOR YEAR BALANCE**	1,177,250	1,177,250
636,190	**1,444,118**	**2,065,336**	**1,535,258**	**1,177,250**		**BALANCE**	**1,189,187**	**1,222,597**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
62,709	80,222	84,256	87,238	87,238	5110	Superintendent	87,572	87,572
0	0	0	0	0	5111	Engineer	9,798	0
33,215	34,744	36,650	37,564	37,564	5112	Clerical	37,708	37,708
318,766	320,645	305,376	354,068	342,649	5116	Labor	372,743	372,743
50,580	48,715	48,724	53,750	50,000	5131	Standby	50,000	50,000
19,407	20,201	25,260	25,000	25,000	5132	Overtime	25,000	25,000
5,180	3,712	6,128	7,500	7,500	5140	Police Detail	7,500	7,500
482	375	394	750	400	5142	Work/Out of Class	450	450
3,000	4,500	2,700	4,500	3,600	5143	Incentive Plan	3,600	3,600
					5150	Wage Adjustment	10,093	9,897
0	0	0	4,000	4,000		Seasonal Laborer	4,000	4,000
493,339	513,114	509,488	574,370	557,951		*Total Salary & Wages	608,464	598,470
9	9	10	10	10		# Personnel F/T	10.25	10
0	0	0	0	0		# Personnel P/T	0	0
5,546	6,332	6,556	6,550	6,550	5173	Medicare	7,500	7,500
346	311	323	380	380	5174	Life Insurance	380	380
84,998	57,462	43,817	55,000	55,000	5175	Health Insurance	65,000	65,000
67,049	64,185	73,048	85,000	85,000	5177	Retirement	93,500	93,500
190,714	181,276	175,933	200,000	180,000	5211	Light and Power	185,000	185,000
4,478	5,592	7,474	6,200	6,000	5214	Fuel	6,000	6,000
92,107	47,809	45,533	50,000	9,000	5246	Pump Station Water Maintenance	9,000	9,000
0	29,165	26,301	30,000	30,000	5247	Pump Station Sewer Maintenance	30,000	30,000
0	18,577	4,436	15,000	15,000	5248	Generator Maintenance	15,000	15,000
0	38,745	7,745	5,000	5,300	5249	Sewer Incremental O&M	6,000	6,000
0	0	66,146	35,000	55,000	5251	Water Incremental O&M	75,000	75,000
6,778	26,471	24,750	18,000	25,000	5291	Hydrant Replacement	25,000	25,000
0	0	114,285	115,000	200,000	5300	Legal Services	350,000	350,000
1,393	327,841	47,609	35,000	35,000	5303	Consulting Services	45,000	45,000
75	0	15	1,500	1,500	5304	Physicals	1,500	1,500
3,567	3,991	3,857	4,000	4,000	5316	SDWA Assessment	4,000	4,000
1,371,919	1,095,654	1,089,389	1,300,000	1,290,000	5317	DCR Disposal	1,320,000	1,320,000
617,544	658,322	702,212	729,373	729,373	5318	UBWPAB-Assessment	789,000	765,584
95,000	81,471	50,689	100,000	100,000	5319	*MWRA-Maintenance	100,000	100,000
20,000	25,999	35,000	26,000	26,000	5320	West Boylston Woodland PS IMA	30,000	30,000
3,493	2,939	2,752	3,200	3,200	5340	Pager/Cell Phone	3,200	3,200

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015			Object Description	Request FY 2016	Manager FY 2016
23,573	25,358	27,032	23,500	23,500	5342		Radio Lines	23,500	23,500
440,503	589,385	527,407	675,000	630,000	5381		Worcester Water	700,000	700,000
26,937	30,718	20,148	21,000	20,000	5410		Petro Products	20,000	20,000
0	0	7,242	14,250	9,000	5411		Diesel Fuel	9,000	9,000
4,279	3,477	3,861	3,500	6,500	5421		Office Supplies	4,000	4,000
6,355	2,400	3,850	3,000	5,400	5430		Building Operations	0	0
0	9,750	16,995	15,000	6,000	5440		Property Maintenance	6,000	6,000
17,019	17,180	16,193	17,000	17,000	5480		Vehicle Maintenance	17,000	17,000
26,896	24,954	13,488	28,000	28,000	5531		Stock	28,000	28,000
2,409	3,620	9,025	6,000	7,000	5532		Tools	6,000	6,000
92,664	106,396	90,070	110,000	95,000	5535		Chemicals	100,000	100,000
4,109	9,407	5,639	8,000	8,000	5538		Misc Patch	8,000	8,000
24,582	25,490	21,208	30,000	35,000	5539		New Meters/Repairs	35,000	35,000
44,903	44,903	44,903	45,000	45,000	5580		Billing Expenses	45,000	45,000
2,947	3,790	1,394	2,000	1,500	5581		Uniforms	1,500	1,500
0	0	3,403	3,000	1,200	5584		Safety Wear	3,400	3,400
22,283	24,818	26,567	30,500	30,500	5741		Insurances	33,000	33,000
0	0	37,500	0	0	5782	A	OPEB	42,505	42,505
4,853	4,455	11,866	8,000	10,000	5783		Licenses and Training	10,000	10,000
1,340,676	1,313,480	1,199,808	1,228,517	1,142,247	5910		Debt	1,385,938	1,385,938
0	5,000	5,000	5,000	5,000	5961		Indirect Manager	5,000	5,000
10,750	12,750	12,750	12,750	12,750	5961		Indirect Collections	12,750	12,750
5,000	7,000	7,000	7,000	7,000	5961		Indirect Accounting	7,000	7,000
42,000	40,000	40,000	40,000	40,000	5961		Indirect Mechanics	40,000	40,000
9,000	10,000	10,000	10,000	10,000	5961		Indirect IT	10,000	10,000
91,837	243,762	505,033	397,500	397,500	5810		Capital Outlay	367,500	367,500
0	0	0	380,000	0	5781		Emergency Reserve (O&M Reserv	410,000	410,000
575	0	0	67,000	0		A	Transfer to W&S Stabilization	0	0
50,000	0	0	0	0			Payback General Fund	0	0
4,859,157	5,230,235	5,195,252	6,010,720	5,454,400			*Total Expenses	6,490,173	6,466,757
5,352,496	**5,743,349**	**5,704,740**	**6,585,090**	**6,012,351**			***Total Budget**	**7,098,637**	**7,065,227**

Financing	FY 12	FY 13	FY 14	FY 15	FY16
	Approved	Approved	Approved	Approved	Request
Opening Balance	222,467	193,836	103,948	106,413	173,652
MBTE Settlement					
Interst Earning	1,281	617	1,015	343	
Fair Market Value Adjustment	88	-505	1,450	-104	
Appropriation	0	0	0	0	
Free Cash				67,000	
Sub Total	223,836	193,948	106,413	173,652	173,652
Expenditures					
Mason Rd SRF Project					
O&M Well Facilities - Redevelopment of Wells					
I & I Study					
Vacuum Truck Reimbursement ($150,000 over 5-years FY11-FY15) - final 3 years	30,000	90,000	0	0	
Replacement of W/S #3 1-Ton with Plow					
Highland Street Tank Rehab					
TOTALS	**30,000**	**90,000**	**0**	**0**	**0**
Net Fund Balance	193,836	103,948	106,413	173,652	173,652

DPW DEPRECIATION FUND

Financing	FY12	FY13	FY14	FY15	FY16
	Approved	Approved	Approved	Approved	Town Manager
Opening Balance	250,792	282,962	349,935	511,390	611,234
Transfer from W/S Stabilization Fund (3/5 pmts)	30,000	90,000			
Transfer from Free Cash			150,000	50,000	250,000
Previous Interest Earnings					
Appropriation	19,192	0	49,200	98,300	42,400
Interest Earnings	2,041	1,812	5,089	1,278	
Fair Market Value Adjustment	129	-1,532	6,366	-1,434	
Unspent Balance Returned		42			
Sub Total	302,154	373,285	560,590	659,534	903,634
Expenditures					
Public Works Highway					
DPW Foreman Truck #10					
DPW Operations Truck #48					
DP #12 4X4 Dump & Spreader					
Vacuum Truck (full first of 5 yr lease pmt.)					
DP#44 Trackless Snow Plow 2 yr Lease					
Public Works Engineering					
Public Works Buildings/Grounds					
Tractor w/ Boom Flail Mower (5-yr lease FY09-FY13)	19,192	19,150	0	0	
Debt Service - Dump w/Plow/Spreader		4,200	49,200	48,300	42,400
(5 year FY14-FY18)					
Replace Tractor Mower					
TOTALS	**19,192**	**23,350**	**49,200**	**48,300**	**42,400**
Net Fund Balance	282,962	349,935	511,390	611,234	861,234

RECREATION REVOLVING FUND

RECREATION DEPARTMENT

The goal of the Recreation Department is to provide the vehicle necessary to engage children and adults into life-long activities that help promote good health. The Recreation Department strives to help an individual reach his or her full potential by offering a variety of programs that help build on the physical, emotional and social benefits that are necessary for every individual. It is the responsibility of the Recreation Department to offer high quality, low cost classes for all populations.

Adults have responded positively to the active and passive leisure – time activities by participating in classes like 3CPYo, Yoga, basketball, volleyball, Zumba and toning classes. The Before and After School Programs and the All Day Summer Program offer working parents a safe and fun place for their children to interact with other children, outside of the traditional structured school setting. During the summer months the pool area becomes the focus of numerous classes and activities. Having the pool as the focal point for summer activities clearly defines the goal of recreation.

DEPARTMENT	
Recreation	
DEPARTMENT HEAD	**PREPARED BY**
Denise Morano	Denise Morano

NOTES

MAXIMUM APPROPRIATION FOR FY 2016 IS $682,442

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
196,601	197,928	209,616	208,538	212,828	Salary & Wages	211,982	211,982
109,783	87,091	99,252	236,527	213,656	Operating Expense	153,476	153,476
306,384	**285,019**	**308,868**	**445,065**	**426,484**	**Total Budget**	**365,458**	**365,458**

					FINANCING PLAN		
432,700	407,944	427,553	368,865	370,476	Program Fee/Passes	381,590	381,590
20,363	17,482	18,079	20,000	18,627	Snack Bar	20,000	20,000
423,521	595,110	610,517	627,832	627,832	Previous Balance	567,562	567,562
876,584	1,020,536	1,056,149	1,016,697	1,016,935	Total Revenue	969,152	969,152
49,910	0	0	0	0	Close PY Encumbances	0	0
25,000	125,000	119,449	22,889	22,889	Transfer to IIF	0	0
					Transfer to General Fund	100,000	100,000
306,384	285,019	308,868	445,065	426,484	Less Expenditures	365,458	365,458
595,110	**610,517**	**627,832**	**548,743**	**567,562**	**Balance**	**503,694**	**503,694**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
73,315	74,048	81,835	87,238	91,249	5110	Recreation Director	87,238	87,238
9,568	6,486	7,800	4,092	3,763	5111	Recreation Leader	3,287	3,287
1,198	5,610	6,487	3,402	3,128	5112	Clerical	2,496	2,496
25,000	25,000	25,000	25,000	25,000	5116	Labor	25,000	25,000
66,829	70,408	72,877	67,306	69,549	5125	Seasonal Staff	70,942	70,942
20,691	16,376	15,617	21,500	20,139	5140	Independent Contractors	23,019	23,019
196,601	**197,928**	**209,616**	**208,538**	**212,828**		***Total Salary & Wages***	**211,982**	**211,982**
3	**3**	**3**	**3**	**3**		**# Personnel F/T**	**3**	**3**
0	**0**	**0**	**0**	**0**		**# Personnel P/T**	**0**	**0**
45	**45**	**45**	**45**	**45**		**# Personnel Seasonal**	**45**	**45**
671	696	1,031	2,300	2,300	5171	Workers Comp Ins	1,500	1,500
6,358	6,117	5,731	6,300	6,300	5175	Health Insurance	6,300	6,300
9,806	11,150	13,032	15,000	15,000	5177	Regional Retirement	16,800	16,800
6,627	6,883	9,218	11,027	9,540	5212	Utilities	7,683	7,683
1,300	1,300	1,300	1,300	1,300	5216	Accounting Reimb	1,300	1,300
5,800	5,800	5,800	5,800	5,800	5219	Treas/Coll Reimbursement	5,800	5,800
15,450	12,045	6,959	14,400	8,020	5231	Water/Sewer Reimbursement	9,643	9,643
		1,302		0	5303	On Line Services	0	0
135	158	108	500	500	5421	Office Supplies	500	500
0	0	0	0	0	5422	Printing	0	0
16,353	12,094	15,892	25,000	17,000	5430	Holden Pool Maintenance	25,000	25,000
7,384	6,916	5,377	10,000	6,446	5510	Snack Bar Expense	7,000	7,000
593	566	879	600	600	5511	Committee Expense	350	350
7,972	3,002	3,190	3,500	3,500	5580	On Line Billing Expense	4,000	4,000
472	207	268	800	350	5581	Uniforms	400	400
1,753	1,659	2,409	5,000	2,000	5582	Program Supplies	2,200	2,200
3,785	4,205	4,282	5,000	5,000	5741	Property/Liability Ins	5,000	5,000
0	4,375	0	0	0	5910	Pool Debt	0	0
25,324	9,918	22,474	130,000	130,000	5830	Capital Outlay	60,000	60,000
109,783	**87,091**	**99,252**	**236,527**	**213,656**		***Total Expenses***	**153,476**	**153,476**
306,384	**285,019**	**308,868**	**445,065**	**426,484**		***Total Budget***	**365,458**	**365,458**

BEFORE/AFTER SCHOOL REVOLVING FUND

BEFORE/AFTER SCHOOL REVOLVING FUND

The Recreation Department offers a Before and After School Program at each of our three elementary schools, Dawson, Mayo and Davis Hill. During the summer an All Day Summer Program provides day care and recreational activities at Dawson Recreation Area for school aged children. These programs are licensed by the Massachusetts Department of Early Education and Care. The program is completely self-supporting through a fee-based system.

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
30,948	32,100	32,196	36,833	37,162	5111	Recreation Leader	37,795	37,795
0	20,913	26,846	30,617	33,494	5112	Clerical	28,708	28,708
155,910	134,734	126,300	151,893	130,865	5125	B/A School Staff	134,518	134,518
186,858	**187,747**	**185,342**	**219,343**	**201,521**		***Total Salary & Wages***	**201,021**	**201,021**
0	**0**	**0**	**0**	**0**		**# Personnel F/T**	**0**	**0**
26	**27**	**27**	**27**	**27**		**# Personnel P/T**	**27**	**27**
8	**8**	**9**	**9**	**9**		**# Personnel Seasonal**	**9**	**9**
336	348	516 0	550	701	5171	Workers Comp Insurance	800	800
4,832	4,999	5,026	6,750	6,750	5173	Medicare	6,750	6,750
38	38	38	38	63	5174	Life Insurance	76	76
20,221	18,213	16,652	18,250	18,250	5175	Health Insurance	16,000	16,000
10,215	11,615	13,575	15,700	15,700	5177	Regional Retirement	18,000	18,000
11,668	12,773	5,462	14,597	11,075	5212	Utilities	14,750	14,750
7,500	7,500	7,500	7,500	1,600	5219	Accting Reimbursement	1,600	1,600
1,600	1,600	1,600	1,600	7,500	5216	Treas/Coll Reimbursement	7,500	7,500
14,000	11,272	11,485	11,200	10,424	5231	Water/Sewer Reimburse	11,400	11,400
2,890	9,508	10,007	10,000	10,000	5303	On Line Services	11,000	11,000
340	467	382	360	360	5340	Cell Phone	400	400
220	0	230	0	0	5343	Postage	245	245
819	866	871	900	900	5410	Petro	900	900
2,579	2,479	5,679	2,000	5,475	5421	Office Supplies	9,000	9,000
1,650	1,915	1,558	2,000	2,100	5422	Printing	2,200	2,200
7,428	1,673	3,339	8,000	5,000	5430	Holden Pool Maint	5,000	5,000
11,532	12,248	10,301	10,500	11,500	5510	Program Supplies	13,250	13,250
443	447	338	500	400	5581	Summer Uniforms	450	450
303	371	250	400	400	5711	Mileage Reimbursement	400	400
285	285	285	250	289	5731	Dues	300	300
0	108	79	0	0	5733	Expense of Meetings	0	0
1,893	2,102	2,141	2,500	2,500	5741	Property/Liability Insurance	2,500	2,500
0	1,290	0	1,290	1,290	5783	After School Licenses	0	0
100,792	**102,117**	**97,314**	**114,885**	**112,277**		***Total Expenses***	**122,521**	**122,521**
287,650	**289,864**	**282,656**	**334,228**	**313,798**		***Total Budget***	**323,542**	**323,542**
						FINANCING PLAN		
148	199	129	150	150	4280	53D Monthly Interest	150	150
287,625	283,218	287,662	331,683	314,237	4320	Program Fees & Passes	323,664	323,664
287,773	283,417	287,791	331,833	314,387		Total Revenue	323,814	323,814
287,650	289,864	282,656	334,228	313,798		Less Expenditures	323,542	323,542
123	-6,447	5,135	-2,395	589			272	272
8,250	8,373	1,926	7,061	7,061		Previous Balance	7,650	7,650
8,373	1,926	7,061	4,666	7,650		**Balance**	7,922	7,922

CABLE REVOLVING FUND

HOLDEN COMMUNITY TELEVISION

ADMINISTRATION – The administration function includes contracts, purchasing and ordering, billing, services, etc. This involves a significant amount of resources and time to keep HCTV running at top efficiency to help serve the needs of the Town of Holden. It also involves research and communication with vendors to research and investigate new equipment, new technologies, visiting other locations with similar products. This also includes maintenance and repairing of equipment.

CABLECASTING – This function consists of the day to day operations that include updating the community bulletin boards, coordinating the program schedule, maintaining and organizing a program tape library, overseeing scheduling of equipment and studio space for productions, and producing quality programming for HCTV.

TRAINING – This function consists of the planning, execution of policies and procedures, and training interested individuals to produce television programs. This also includes developing and coordinating volunteer support, and implementing outreach programs for local groups.

DEPARTMENT	FUNCTION	FUNCTION CODE
Cable Revolving Fund	Holden Community Television	
DEPARTMENT HEAD	**PREPARED BY**	
Jacquelyn Kelly	Jay Brunetta	

NOTES

MAXIMUM APPROPRIATION FOR FY 2016 IS $341,221

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
77,974	72,073	75,111	100,787	100,787	Salary & Wages	104,018	104,018
104,059	167,717	194,168	204,173	204,151	Operating Expense	198,677	198,677
182,033	**239,790**	**269,279**	**304,960**	**304,938**	**Total Budget**	**302,695**	**302,695**

					FINANCING PLAN		
240,623	245,267	257,890	230,000	257,890	Charter Access Grant	230,000	230,000
401,703	461,519	467,005	455,623	467,005	Previous Balance	419,957	419,957
1,226	9	7	0	0	PY Encumbrances Closed	0	0
643,552	**706,795**	**724,902**	**685,623**	**724,895**	Total Revenue	**649,957**	**649,957**
182,033	239,790	269,279	304,960	304,938	Less Expenditures	302,695	302,695
461,519	**467,005**	**455,623**	**380,663**	**419,957**	Ending Balance	**347,262**	**347,262**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
61,751	56,540	59,392	63,312	63,312	5110	Public Access Coord.	65,846	65,846
16,223	15,533	15,719	16,943	16,943	5119	Public Access Ass't PT	17,640	17,640
0	0	0	15,532	15,532	5119	Public Access Ass't PT	15,532	15,532
0	0	0	5,000	5,000		Seasonal/Temp	5,000	5,000
77,974	**72,073**	**75,111**	**100,787**	**100,787**		***Total Salary & Wages***	**104,018**	**104,018**
1	**1**	**1**	**1**	**1**		**# Personnel F/T**	**1**	**1**
1	**1**	**1**	**2**	**2**		**# Personnel P/T**	**2**	**2**
0	**0**	**0**	**1**	**1**		**# Personnel Seasonal**	**1**	**1**
168	174	258	285	285	5171	Workers Comp Ins.	375	375
1,095	1,005	1,022	1,300	1,300	5173	Medicare	1,300	1,300
31	38	38	38	16	5174	Life Insurance	38	38
4,967	10,598	12,852	14,500	14,500	5175	Health Insurance	14,500	14,500
8,785	8,130	9,502	10,950	10,950	5177	Regional Retirement	12,264	12,264
15,739	15,364	5,155	4,000	4,000	5212	Utilities	4,000	4,000
0	0	1,600	1,000	1,000	5216	Accounting Reimb	1,800	1,800
0	0	1,000	1,000	1,000	5219	Treas/Coll Reimb	1,800	1,800
2,536	835	3,331	5,000	5,000	5242	Equiment Maint	5,000	5,000
0	5,640	10,333	10,200	10,200	5243	Network Support	10,200	10,200
27,260	28,728	28,361	29,000	29,000	5270	Studio Rental	30,000	30,000
0	0	3,466	2,000	2,000	5272	Studio Rental Expenses	2,000	2,000
0	300	4,183	4,500	4,500	5273	Studio Cleaning	5,000	5,000
61	173	202	250	250	5343	Postage	250	250
5,095	957	1,847	5,000	5,000	5421	Office Supplies	5,000	5,000
0	300	0	400	400	5422	Printing	400	400
0	248	0	2,000	2,000	5423	Office Equipment	2,000	2,000
22	75	64	200	200	5711	Mileage	200	200
625	650	350	1,000	1,000	5731	Membership	1,000	1,000
0	158	275	300	300	5733	Expense of Meetings	300	300
946	1,051	1,070	1,250	1,250	5741	Property/Liability Ins.	1,250	1,250
36,729	93,293	109,259	110,000	110,000	5830	Equipment Purchase	100,000	100,000
104,059	**167,717**	**194,168**	**204,173**	**204,151**		***Total Expense***	**198,677**	**198,677**
182,033	**239,790**	**269,279**	**304,960**	**304,938**		***Total Budget***	**302,695**	**302,695**

SOLID WASTE ENTERPRISE FUND

RESIDENTIAL TRASH AND RECYCLING PROGRAM

The Town of Holden operates a curbside recycling and trash collection program for single family residences and apartment buildings with fewer than four residential units. The program has a maximum service population of approximately 5,925 residential units out of the 6,575 residential units throughout the town. Currently, 5,565 residences have subscribed for this service. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collect curbside bi-weekly. The program provides each residence with a blue trash cart (either 65 or 35 gallons) and a green recycling cart (either 95 or 35 gallons). All the carts are equipped with wheels and securely fitting lids. The fee for this service is $17.25 for Plan A (65gal. trash/95 gal. recycling) or $12.00 for Plan B (35gal. trash/35 gal. recycling). There are 5,085 residences subscribing to Plan A, and there are 435 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase blue 35 gallon overflow trash bags for $1.25 per bag. Large burnable bulk items are collected bi-weekly by appointment for $25.00 per item. Recyclable items are placed in the green recycling cart and need not be sorted.

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. Fiscal 2016 is the ninth year the town has had Casella perform this service. The current contract has two additional five year terms subject to cost negotiation prior to the start of the next five year term. Casella processes the recyclable materials at the FCR Facility in Auburn, MA. This facility is a first of its kind recyclable materials sorting facility. For FY 2016, the cost of this service will increase 3% to $57,010 per month, $684,120 for the year. Last year, Holden residents recycled over 2,450 tons of materials at FCR Auburn.

Residential waste is taken to the Wheelabrator incineration facility in Milbury, MA. The Town of Holden with the City of Worcester and several other central Massachusetts communities worked together with Waste Management in 1983 to build a municipal solid waste facility to incinerate trash and generate electricity. Prior to that agreement ending in 2007, 47 central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. This past year The Wheelabrator facility was sold to another company that specializes in waste to energy facilities. The new entity, Wheelabrator Technologies Inc. in negotiations with the 47 CMRRC communities agreed to lower the current tipping fee from $75.66 to $64.00 per ton. The reduction in tipping fees will save the Town of Holden residents approximately $30,000 per year and allow us to absorb the Casella contract increases which maintaining the current fee structure for the program. The Town of Holden delivers approximately 4,400 tons of residential trash to Wheelabrator annually.

The Department of Growth Management provides program administration and coordinates the necessary efforts between the Holden Municipal Light Department which bills residents for the service, and the Department of Public Works whose personnel assist with the distribution and maintenance of the trash and recycling carts. Public Works also operates the yard waste and composting facility at the former municipal landfill on River Road which is a service available to all residents of Holden. In addition to administration, staff connected to Growth Management develop and provide information to residents about the Recycling and Trash Program, develop calendars and other mailings sent to residents to encourage recycling. Much of this material is sent to residents in the monthly utility billing.

Budget Highlights

1. The current budget will not require a rate increase for FY 2016.

2. Due to the increase in home sales and the addition of new homes a modest increase in the number of residences subscribing to the service is projected. Based upon building permit activity and real estate sales approximately 86 additional homes will be served.

3. The contract with Casella Waste Services for collection services and recycling was signed in the spring of 2012. The new contract calls for an increase in fees by 3% and will be for another five year term, ending in 2017.

4. The cost of disposal at Wheelabrabrator will be reduced from the current rate of $75.66 to $64.00 per ton for the period beginning January 1, 2015 through June 30, 2017. Due to the success of recycling, the amount of trash deposited at Wheelabrator by the Town is relatively flat at about 4,400 tons annually, an average of 1,550 pounds per household. The average amount of recycling per household is over 900 pounds per residence.

DEPARTMENT	FUNCTION	FUNCTION CODE
Solid Waste Enterprise Fund	Collection/Disposal	68 Fund
DEPARTMENT HEAD	**PREPARED BY**	
Dennis J. Lipka	Dennis J. Lipka	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
45,752	37,471	34,070	45,608	45,483		Salary & Wages	40,004	40,004
1,004,126	998,513	1,050,752	1,101,815	1,098,240		Operating Expense	1,120,145	1,107,245
1,049,878	**1,035,984**	**1,084,822**	**1,147,423**	**1,143,723**		**Total Budget**	**1,160,149**	**1,147,249**
						FINANCING PLAN		
1,040,573	1,082,783	1,113,369	1,109,100	1,110,450	4210	User Fees	1,112,500	1,112,500
14,463	12,950	14,413	18,000	17,500	4220	Misc/Trash Bags	18,000	18,000
1,700	1,875	1,825	1,000	800	4240	Large Item Sticker Fee	1,000	1,000
896	1,088	1,477	800	600	4280	Interest	600	600
753	436	1,264	0	0	4320	Liens	0	0
0	0	0	0	0	4323	Earth Day	0	0
0	0	0	0	0	4420	Miscellaneous	0	0
83,314	61,515	91,819	30,000	30,000		Free Cash Used	30,000	30,000
	1,036	0	0	0		Prior Year Unspect Encum	0	0
1,141,699	**1,161,683**	**1,224,167**	**1,158,900**	**1,159,350**		**TOTAL REVENUE**	**1,162,100**	**1,162,100**
1,049,878	**1,035,984**	**1,084,822**	**1,147,423**	**1,143,723**		**TOTAL EXPEND.**	**1,160,149**	**1,147,249**
		95,699				**Unspent Free Cash**		
91,821	**125,699**	**235,044**	**11,477**	**15,627**		**BALANCE**	**1,951**	**14,851**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
12,307	13,348	12,800	13,933	13,933	5110	Dir of Growth Mgmt	13,394	13,394
16,542	5,705	4,000	4,800	4,800	5112	Clerical	4,110	4,110
16,903	0	0	0	0	5114	Health Agent	0	0
0	18,418	17,270	22,500	22,500	5119	Compost Operation	22,500	22,500
0	0	0	125	0	5122	Clerical Meetings	0	0
0	0	0	4,250	4,250	5132	Toter Service/Delivery	0	0
45,752	**37,471**	**34,070**	**45,608**	**45,483**		***Total Salary & Wages***	**40,004**	**40,004**
4	**2**	**2**	**2**	**2**		**# Personnel F/T**	**2**	**2**
2	**2**	**2**	**2**	**2**		**# Personnel P/T**	**2**	**2**
191	197	197	225	225	5173	Medicare	225	225
9	9	10	15	15	5174	Life Insurance	15	15
2,420	2,357	1,840	2,500	2,500	5175	Health Insurance	2,500	2,500
3,473	2,323	2,715	3,150	3,150	5177	Retirement	3,525	3,525
18,000	19,200	19,200	11,500	24,000	5245	Toter Storage	24,650	24,650
305,547	302,131	322,524	379,475	365,500	5250	Disposal Fees	365,250	365,250
12,112	1,173	3,386	2,000	2,100	5251	Toters/Overflow Bags	2,500	2,500
405,200	417,360	430,181	442,800	442,800	5252	Solid Waste Collection	456,085	456,085
227,781	224,405	238,897	221,400	221,400	5253	Recycling	228,045	228,045
2,635	1,030	3,315	3,000	3,000	5299	Recycling Program	3,500	3,500
0	0	0	150	150	5301	Advertising	0	0
1,526	0	0	2,500	1,000	5303	Consulting Services	1,000	1,000
0	0	0	650	625	5343	Postage	500	500
31	60	0	250	0	5421	Office Supplies	300	300
16,076	16,224	16,487	18,500	18,500	5580	Billing Expense	18,500	18,500
0	0	0	500	250	5582	Non Capital Equipment	500	500
0	0	0	150	150	5710	Car Allowance	150	150
125	0	0	250	225	5731	Association Dues	250	0
0	44	0	150	150	5733	Expense of Meetings	150	0
0	0	0	650	500	5741	Insurance/Bad Debt	500	0
9,000	9,000	9,000	9,000	9,000		Indirect Collections	9,000	0
0	3,000	3,000	3,000	3,000		Indirect Accounting	3,000	0
1,004,126	998,513	1,050,752	1,101,815	1,098,240		*Total Expenses*	1,120,145	1,107,245
1,049,878	**1,035,984**	**1,084,822**	**1,147,423**	**1,143,723**		***Total Budget***	**1,160,149**	**1,147,249**

INSPECTION REVOLVING FUND

INSPECTIONS

The Inspections Division is charged with the enforcement of the State Building codes for all structures built or renovated in the Town of Holden. Currently there are 8,296 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on 6,935 of these parcels. The structures range in complexity from basic storage structures all the way through to the Wachusett Regional High School which, at 400,000 square feet, is the largest building in the town. There are 6,624 residential structures spread across the Town's 120 miles of public roads. The Inspections Division receives about 1500 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 3500 inspections annually for this work. In addition to the inspections, all the plans, applications, dates of inspection, and other records for the work performed are required to be kept for the life of the building as stipulated the Commonwealth of Massachusetts Secretary of State.

Massachusetts has adopted the 2009 International Building Code (IBC) as promulgated by the International Code Council (ICC) with Massachusetts amendments as the State Building Code. Currently the State is using the 2009 IBC as the base code and has adopted the 2009 International Residential code for one and two family construction. The adoption of these codes and the requirements for continuing education for all inspectional staff requires the department to make a substantial commitment to educational materials, code books, and training.

The Inspections Division also conducts annual inspections of restaurants, schools, multi-family residential buildings, daycare centers, churches, and all public buildings intended for assembly. There are 132 buildings that are required to meet the State regulations for annual inspection of life safety systems, occupant loads, and emergency egress. Inspections for any establishment serving liquor require joint inspection with the Fire Service prior to the issuance of any liquor license. There are 8 such establishments in Holden. The Inspections Division also conducts regular inspections of all businesses that apply for a Common Victualer License prior to the issuance of these licenses by the Board of Selectmen.

Given the residential character of the Town, a significant amount of time is spent by department staff and inspectors working with residents and developers on various building projects.

The department has a full time Building Commissioner who also serves as the Zoning Enforcement Officer, one part-time building inspector, one part-time wiring inspector, and one part-time plumbing and gas inspector, and administrative staff shared with Growth Management. The Inspections Division permits about $130,000,000 in work annually and raises approximately $275,000 in fees which cover the entire cost of operation for the department. The Inspectional Services Division has not raised its fees since 1999.

DEPARTMENT	FUNCTION	FUNCTION CODE
Inspection Revolving Fund	Inspection Services	27 Fund
DEPARTMENT HEAD	**PREPARED BY**	
Dennis J. Lipka	Dennis J. Lipka	

NOTES

MAXIMUM APPROPRIATION FOR FY 2016 IS $341,221

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
145,116	152,239	153,264	165,134	158,209		Salary & Wages	183,590	165,590
55,869	39,019	69,138	76,695	72,870		Operating Expense	87,045	86,045
200,985	**191,258**	**222,402**	**241,829**	**231,079**		**Total Budget**	**270,635**	**251,635**
						FINANCING PLAN		
33,549	37,560	39,335	42,500	41,250	4420	Wire Fees	44,500	44,500
51,270	61,330	56,150	41,500	42,500	4421	Plumbing/Gas Fees	46,500	46,500
100,277	227,796	166,426	185,500	187,500	4422	Building Fees	201,500	201,500
22	7	18	0	0	4840	Miscellaneous	0	0
96,238	80,371	215,806	255,333	255,333		Previous Balance	295,504	295,504
281,356	**407,064**	**477,735**	**524,833**	**271,250**		**TOTAL REVENUE**	**292,500**	**292,500**
200,985	**191,258**	**222,402**	**241,829**	**231,079**		**TOTAL EXPEND.**	**270,635**	**251,635**
80,371	**215,806**	**255,333**	**283,004**	**295,504**		**BALANCE**	**317,369**	**336,369**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
						Dir. Growth		
46,585	45,888	46,825	51,087	51,087	5110	Mgmt/Bldg. Comm.	49,125	49,125
32,201	42,911	43,955	45,047	45,047	5112	Clerical	45,215	45,215
0	0	0	0	0		Archiving	18,000	0
22,715	26,775	26,880	23,250	22,500	5113	Wire Inspector	24,500	24,500
23,170	25,550	33,005	22,500	21,500	5115	Gas/Plumbing Inspecto	24,500	24,500
20,445	11,115	1,936	22,500	17,500	5119	Building Inspector	21,500	21,500
0	0	663	750	575	5132	OT	750	750
145,116	**152,239**	**153,264**	**165,134**	**158,209**		***Total Salary & Wages**	**183,590**	**165,590**
3	**3**	**3**	**3**	**3**		**# Personnel F/T**	**3**	**3**
5	**5**	**5**	**5**	**5**		**# Personnel P/T**	**5**	**5**
2,260	2,277	2,211	2,500	2,500	5173	Medicare	2,500	2,500
68	68	68	70	70	5174	Life Insurance	70	70
19,458	16,769	15,125	16,550	16,550	5175	Health Insurance	16,600	16,600
13,280	13,938	16,290	18,750	18,750	5177	Retirement	21,000	21,000
0	0	0	1,850	450	5301	Advertising	1,850	1,850
0	0	3,500	3,500	2,100	5303	Consulting Services	3,500	3,500
0	0	4,978	5,000	0	5307	Peer Review	5,000	5,000
0	0	9,000	5,500	10,500	5311	Software Purchase	11,000	11,000
0	0	0	450	2,500	5340	Cell Phones	2,500	2,500
0	0	0	1,200	375	5343	Postage	400	400
123	174	552	1,600	1,200	5421	Office Supplies	1,500	1,500
990	880	638	1,200	1,150	5509	Train/Educ/Programs	1,800	1,800
0	104	340	1,500	1,100	5510	Technical Ref Books	1,550	1,550
0	0	1,972	1,250	1,250	5582	Non Capital Equipment	1,250	1,250
3,843	4,259	5,222	5,000	4,150	5711	Mileage Reimbursemen	5,000	4,000
450	355	190	500	475	5731	Association Dues	500	500
0	0	0	275	150	5732	Publications	275	275
397	195	712	1,500	1,100	5733	Expense of Meetings	1,500	1,500
0	0	940	0	0	5794	Hardware Purchase	750	750
15,000	0	7,400	8,500	8,500	5891	IT Indirect - GIS	8,500	8,500
55,869	39,019	69,138	76,695	72,870		*Total Expenses*	87,045	86,045
200,985	**191,258**	**222,402**	**241,829**	**231,079**		***Total Budget***	**270,635**	**251,635**

Financing	FY12	FY13	FY14	FY15	FY16
	Approved	Approved	Approved	Approved	Requested
Opening Balance	195,904	203,030	155,777	414,900	565,347
Transfer from Free Cash			113,324		250,000
Transfer from Overlay Surplus					
Appropriation	134,800	82,331	179,076	191,200	
Interest Earnings	3,033	964	4,472	1,188	
Fair Market Value Adj	93	-717	4,651	-781	
Unspent Warrant Articles Returned	4,000			40	
Appropriation					
Sub Total	337,830	285,608	457,300	606,547	815,347
Expenditures					
Fire Vehicle/Equipment					
Engine 4 Principal & Interest (5 year note FY11-FY15)	44,800	43,600	42,400	41,200	
Ambulance #3 Lease pmt due FY12-FY14	90,000	38,731			
Utility Truck		47,500			
Tower Truck Refurbishment					250,000
TOTALS	**134,800**	**129,831**	**42,400**	**41,200**	**250,000**
Net Fund Balance	203,030	155,777	414,900	565,347	565,347

Financing	FY 12	FY 13	FY 14	FY 15	FY 16
	Approved	Approved	Approved	Approved	Town Manager
Opening Balance	0	302,252	677,681	1,448,930	2,128,264
TRF from Free Cash	300,000	234,000	750,000	677,860	500,000
1/4 of prior year free cash					
Interst Earnings	2,114	3,285	14,373	4,191	
Fair Market Value Adj	138	-2,856	6,876	-2,717	
Appropriation Into Fund	0	141,000			
Total Additions to Fund	302,252	375,429	771,249	679,334	500,000
Expenditures					
TOTALS	**0**	**0**	**0**	**0**	**0**
Net Fund Balance	302,252	677,681	1,448,930	2,128,264	2,628,264

Financing	FY12 Approved	FY13 Approved	FY14 Approved	FY 15 Approved	FY 16 Request
Opening Balance	1,775,392	1,672,280	1,553,682	1,454,821	1,328,257
Interest Earnings	23,780	16,053	13,273	2,111	
Fair Market Value Adjustment	-29,430	-2,373	16,301	-2,289	
Senior Center/Zottoli Payback/Underground Utilities	164,000	164,000	164,000	164,000	164,000
Pool payback (From Rec Revolving)	25,000	125,000	119,449	22,889	
Public Safety Payback	75,000	75,000	75,000	75,000	75,000
Public Buildings Payback	41,600	0			
Annual Investment	137,881	44,775	57,565	159,614	86,000
		0			
Sub Total	2,213,223	2,094,735	1,999,270	1,876,146	1,653,257
Expenditures					
Senior Center	215,943	216,053	219,449	222,889	
Pool Debt	325,000	325,000	325,000	325,000	325,000
Public Safety Facility					
TOTALS	**540,943**	**541,053**	**544,449**	**547,889**	**325,000**
Net Fund Balance	1,672,280	1,553,682	1,454,821	1,328,257	1,328,257

	Actual FY 2012	Actual FY 2013	Actual FT 2014	Budget FY 2015	Estimate FY 2015	Request FY 2016	Manager FY 2016
HUMAN SERVICES							
Veterans Benefits	84,313	43,358	53,132	81,500	62,700	62,700	62,700
Senior Citizens	231,648	235,635	246,167	263,851	253,091	261,444	261,444
TOTAL	**315,961**	**278,993**	**299,299**	**345,351**	**315,791**	**324,144**	**324,144**

VETERANS

The local Veterans Agent assists qualifying Veterans and their dependents who are in economic need by facilitating the delivery of financial relief under MGL, Chapter 115. This assistance may include meeting with the client in person or via telephone, assisting in obtaining and filling out required forms, assisting in obtaining medical services, counseling, and referral. The Commonwealth of MA reimburses the Town for 75% of all direct financial assistance to Veterans.

The local Veterans Agent also acts as contact officer to all Veterans and their dependents with other Federal agencies, generally the Veterans Administration Office and Social Security Administration. This budget provides funding for local Veterans' programs.

DEPARTMENT	FUNCTION	FUNCTION CODE
Human Services	Veterans Services	01-543
DEPARTMENT HEAD	**PREPARED BY**	
Jacquelyn M. Kelly	Karen Greenwood	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
6,200	6,200	6,200	25,000	6,200	Salary & Wages	6,200	6,200
0	0	0	18,800	18,800	Operating Expense	18,800	18,800
6,200	**6,200**	**6,200**	**43,800**	**25,000**	***Total Budget***	**25,000**	**25,000**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
6,200	6,200	6,200	6,200	6,200	5120	Veterans Agent	6,200	6,200
			18,800	0	5122	Clerical	0	0
6,200	**6,200**	**6,200**	**25,000**	**6,200**		***Total Salary & Wages***	**6,200**	**6,200**
0	**0**	**0**	**0**	**0**		**# Personnel F/T**	**0**	**0**
1	**1**	**1**	**1**	**1**		**# Personnel P/T**	**1**	**1**
77,613	37,158	46,932	50,000	50,000	5770	Aid & Assistance	50,000	50,000
500	0	0	500	500	5792	Veterans' Programs	500	500
0	0	0	6,000	6,000	579	Payments to Worcester	6,000	6,000
78,113	**37,158**	**46,932**	**56,500**	**56,500**		***Total Expense***	**56,500**	**56,500**
84,313	**43,358**	**53,132**	**81,500**	**62,700**		***Total Budget***	**62,700**	**62,700**

SENIOR CITIZENS

1. **LEADERSHIP** – It is the Director of Senior Services' responsibility to develop and direct programs at the Holden Senior Center that benefit senior citizens, including advocacy for the elderly, and maintaining existing services. The Director works closely with the Council on Aging and other agencies, prepares the monthly senior newsletter, and attends meetings to promote the Council's policies and initiatives. In addition, the Director supervises the Senior Center staff and directs the activities and efforts of many volunteers. The number of volunteer hours is approximately 15,620/year. At the EOEA's suggested rate of $17.06/hr., this represents about $266,500 in personnel cost savings to the Senior Center.

2. **PROGRAM COORDINATION** – The Director and Program Coordinator oversee the Senior Center's many programs, and the development of new offerings to meet changing senior needs. The part time Program Coordinator has been very effective in providing seniors with a higher level of programming and services.

3. **PUBLIC INQUIRY/ASSISTANCE** – The staff of the Senior Center responds to inquiries and provides information to the general public about senior services. Information is also disseminated by mailing of the monthly Newsletter and speakers and workshops. For example, free legal and tax preparation clinics are offered yearly.

4. **OUTREACH/ACTIVITIES** - The Outreach Program identifies frail, isolated, home-bound elderly to promote their overall health and well-being. We offer telephone reassurance, friendly visiting, home delivered meals, transportation, escort service, support services, and many other outreach programs designed to assist town seniors and improve the quality of their life. Proper referrals are made to appropriate agencies. We hope to strengthen our outreach services by leveraging the annual EOEA grant.

SENIOR CITIZENS

5. **TRANSPORTATION** - The Center provides van transportation services to many seniors who are unable to drive due to economic or health reasons. Currently, the HCOA is running two vans: one that is owned by the WRTA and one owned by the Town of Holden. The second town-owned van has enabled the HCOA to meet much of the unmet need in our transportation service. In FY 15, one hour of van service per day was added at no cost to the Town. Transportation is also offered to any handicapped resident regardless of age under the ADA. (These trips represent about half of the total rides.) Trips are for medical appointments, grocery shopping, and attendance at nutrition, health, and recreation functions. Transportation costs are offset by an annual grant from the WRTA.

6. **NUTRITION** – Maintaining proper nutrition is essential to the elderly. The Center contracts with the Dept. of Elder Services and is a meal site. The Center also coordinates a monthly "home cooked" meal which has been very successful in attracting an increase in attendance. The Center provides daily Home Delivered Meals to homebound seniors (Meals on Wheels), and the senior luncheon at the Senior Center, Monday – Friday.

DEPARTMENT	FUNCTION	FUNCTION CODE
Human Services	Senior Citizens	01-541
DEPARTMENT HEAD Jacquelyn M. Kelly	PREPARED BY Jacquelyn M. Kelly	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
204,790	207,802	216,729	231,901	221,141	Salary & Wages	228,694	228,694
26,858	27,833	29,438	31,950	31,950	Operating Expense	32,750	32,750
231,648	**235,635**	**246,167**	**263,851**	**253,091**	***Total Budget***	**261,444**	**261,444**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
32,909	34,492	36,120	37,564	37,564	5112	Clerical	37,708	37,708
59,694	60,291	61,872	65,697	65,697	5113	Director of Senior Services	68,327	68,327
29,143	29,183	32,062	33,947	34,515	5114	Outreach Workers	36,152	36,152
14,453	15,185	15,987	16,474	16,474	5116	Program Coordinator	16,537	16,537
180	0	315	2,000	2,000	5118	Custodian	2,000	2,000
68,411	68,651	70,373	76,219	64,891	5119	Transportation	67,970	67,970
204,790	**207,802**	**216,729**	**231,901**	**221,141**		***Total Salary & Wages***	**228,694**	**228,694**
3	**3**	**3**	**3**	**3**		**# Personnel F/T**	**3**	**3**
9	**9**	**9**	**9**	**9**		**# Personnel P/T**	**9**	**9**
1,838	1,945	2,025	2,000	2,000	5242	Maint of Equipment	2,050	2,050
670	571	571	600	600	5340	Cell Phone	600	600
376	547	368	400	400	5343	Postage	400	400
10,411	10,355	11,765	13,000	13,000	5410	Petro Products	13,000	13,000
1,132	1,195	749	1,200	1,200	5421	Office Supplies	1,200	1,200
385	860	1,631	1,250	1,250	5480	Bus Maintenance	1,500	1,500
6,179	6,179	6,179	6,400	6,400	5490	Nutrition Program	6,400	6,400
790	1,041	79	1,600	1,600	5711	Outreach Mileage	1,600	1,600
5,077	5,140	1,009	5,500	5,500	5792	Programs	6,000	6,000
0	0	5,062	0	0	5851	Roof Repair	0	0
26,858	**27,833**	**29,438**	**31,950**	**31,950**		***Total Expenses***	**32,750**	**32,750**
231,648	**235,635**	**246,167**	**263,851**	**253,091**		***Total Budget***	**261,444**	**261,444**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	ASSESSMENT EDUCATION	Request FY 2016	Manager FY 2016
16,447,026	16,779,390	17,127,929	17,038,520	17,038,520	Wachusett Regional School District	17,379,291	17,379,291
1,824,982	2,473,630	2,531,676	2,993,816	2,861,954	Voluntary Contribution	2,919,194	2,919,194
1,281,451	1,247,060	967,557	1,285,658	898,257	WRSD Transportation	1,300,000	1,300,000
1,187,401	1,190,179	1,210,416	1,091,215	1,091,215	New High School Debt (Const)	1,091,215	1,091,215
43,893	47,926	42,877	42,020	42,020	Debt (Oil Remediation)	42,020	42,020
20,784,753	**21,738,185**	**21,880,455**	**22,451,229**	**21,931,966**	***Total WRSD***	**22,731,720**	**22,731,720**
					Vocational Education Tuition		
465,097	543,688	578,847	703,133	703,133	Montachusett Vocational	778,133	778,133
			36,082	36,082	Extra from FY14	0	0
0	0	0	57,000	57,000	Out of District Vocational Tuition	57,000	57,000
465,097	**543,688**	**578,847**	**796,215**	**796,215**	***Total Vocational Tuition***	**835,133**	**835,133**
21,249,850	**22,281,873**	**22,459,302**	**23,247,444**	**22,728,181**	***Total Expenses***	**23,566,853**	**23,566,853**
21,249,850	**22,281,873**	**22,459,302**	**23,247,444**	**22,728,181**	***Total Budget***	**23,566,853**	**23,566,853**

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	Request FY 2016	Manager FY 2016
CULTURE							
Gale Free Library	742,597	732,860	779,265	801,893	801,297	811,615	811,615
Historical Commission	5,605	4,775	5,817	6,700	6,700	6,700	6,700
TOTAL	**748,202**	**737,635**	**785,082**	**808,593**	**807,997**	**818,315**	**818,315**

GALE FREE LIBRARY

The Holden Gale Free Library provides library services to all residents of Holden and, in fact, to the surrounding communities. Just as Holden residents borrow materials from other libraries, we lend our materials to other libraries as well. The Library is open 54 hours per week to service the community needs. Library Director and staff work to ensure that the library's overall program meets diverse community needs. User satisfaction, cost-effective management, friendly well-trained staff, and equitable public service policies and procedures are primary concerns. The Director recommends policies and budget to Trustees, oversees library operations (including collection development, programming and all publicity), participates in long-range planning, provides direct public service, represents Holden in the state, serves as department head to the town manager, and represents the library to the community.

INFORMATION AND REFERENCE SERVICES

With staff assistance, patrons seek information and do independent research on site and by telephone, using print resources, on-line databases, the Internet and various Massachusetts networks. Borrowing from other libraries and loaning our materials has increased dramatically. Patrons can directly place holds on items while at the library or at home. Downloadable books and access to databases are also available in house and at home. Researching local history has become very popular and it always requires assistance, two genealogy databases have been added this year, as well as language instruction. The library offers wireless access which increases the demand for study space and librarian's assistance.

CHILDREN'S SERVICES

Families and children learn and appreciate the world using the excellent and diverse collections and on-line information services in a welcoming and friendly children's room. Staff answer questions, provide Internet and database training, and introduce children to the library and its resources with story times, educational performances, concerts, bulletin boards and summer reading clubs and programs. A major focus of our service is on very young children and their parents. We encourage and support the introduction of reading to the very young as the library desires to create lifelong readers and users of the library.

GALE FREE LIBRARY

SUPPORT FOR FORMAL EDUCATION

Students of all ages use the library for research and study. Children's and Reference staff acquire curriculum support materials, help students with assignments and projects, provide basic training in library skills and online searching, and work with teachers to provide materials for class projects. The library provides word processors and computers for students. Staff provides special book deposits for teachers, every Holden elementary classroom is visited by staff, and historic tours of the building are given to visiting schools each year. The Gale Free Library is the only resource for elementary, middle and high school students who are given assignments on local history.

POPULAR READING AND PERSONAL ENRICHMENT

Patrons may borrow leisure items for enjoyment. Patrons may read, listen to, or view, materials related to personal interests and hobbies. To meet these needs, the library provides new fiction, best sellers, picture books, DVDs, CDs, MP3s, magazines, popular nonfiction, and access to and training about special Internet resources. Adult book discussion groups with emphasis on classics and contemporary literature meet periodically to inform and create interest in a variety of genres.

DEPARTMENT	FUNCTION	FUNCTION CODE
Gale Free Library	Library Services	01-610
DEPARTMENT HEAD	**PREPARED BY**	
Susan Scott	Susan Scott	

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
529,809	539,342	550,275	568,650	568,833	Salary & Wages	574,610	574,610
212,788	193,518	228,990	233,243	232,464	Operating Expense	237,005	237,005
742,597	**732,860**	**779,265**	**801,893**	**801,297**	***Total Budget***	**811,615**	**811,615**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
73,488	77,002	80,003	83,880	83,880	5110	Library Director	87,238	87,238
113,293	111,036	117,545	120,083	120,083	5111	Librarians Salaried	122,545	122,545
343,028	351,304	352,727	364,687	364,870	5112	Assistant Librarians	364,827	364,827
529,809	**539,342**	**550,275**	**568,650**	**568,833**		***Total Salary & Wages***	**574,610**	**574,610**
7	**7**	**7**	**7**	**7**		**# Personnel F/T**	**7**	**7**
11	**11**	**11**	**11**	**11**		**# Personnel P/T**	**11**	**11**
23,766	21,731	22,583	22,500	22,500	5212	Utilities	22,500	22,500
5,452	7,762	8,480	12,000	10,000	5214	Fuel	10,500	10,500
2,992	3,082	3,118	3,500	3,500	5231	Water/Sewer	3,500	3,500
4,684	3,392	7,011	5,000	5,000	5242	Equipment Maintenance	5,000	5,000
27,222	29,527	28,599	30,243	32,664	5243	CW MARS	28,072	28,072
6,552	2,316	3,383	8,000	8,000	5247	Capital Equip. Maint	8,000	8,000
3,634	1,245	2,370	3,700	3,700	5249	Alarm/Monitor	1,250	1,250
872	1,340	1,519	1,000	1,200	5340	Cell Phone	1,500	1,500
774	937	904	1,700	700	5343	Postage	700	700
1,292	1,239	1,987	3,000	3,000	5421	Office Supplies	3,500	3,500
4,637	5,054	4,900	5,300	5,300	5423	Material Processing	5,300	5,300
16,170	19,685	20,907	17,000	17,000	5430	Building Maintenance	17,000	17,000
130	280	133	400	200	5731	Association Dues	200	200
98,087	87,755	114,582	110,000	110,000	5732	Books	120,283	120,283
572	454	393	900	700	5733	Expense of Meetings	700	700
11,047	0	0	0	0		Reserve Fund Transfer	0	0
4,905	7,719	8,121	9,000	9,000	5794	Technology Equipment	9,000	9,000
212,788	**193,518**	**228,990**	**233,243**	**232,464**		***Total Expenses***	**237,005**	**237,005**
742,597	**732,860**	**779,265**	**801,893**	**801,297**		***Total Budget***	**811,615**	**811,615**

HISTORICAL COMMISSION

The Holden Historical Commission has been responsible for the utilization, care and maintenance of the Hendricks House since the Town of Holden took possession of the property in July of 1979. A major objective is to maintain the Hendricks House as an historic house museum, as a repository of historic artifacts related to the history of the town, and as a local historical education center. The house museum is open to the public on a regular schedule, it is open by appointment and on special occasions as an historical education facility for Holden youth and civic groups, and it serves as a regular meeting place for the Holden Historical Commission and other local organizations.

Specialized historic restoration work on the house is done by a small corps of volunteers with funds set aside in the Commission's Special Projects Fund. This fund does not consist of town allotted funds. It is made up of: (1) private gifts to the Commission designated for special projects; and (2) money earned through the annual Flea Market. The town budget expenses for the Hendricks House cover only the general operation and maintenance of the house.

A major responsibility of the Holden Historical Commission, as outlined in Chapter 40, Section 8d of the Massachusetts General Laws, is to conduct research for places of historical or archeological value in Holden. Research is an essential part of the identification of the Town's most significant historic assets and of planning for their preservation. This research is a time consuming endeavor, involving careful research of historic documents, papers, maps, photographs.

The major responsibility of the Holden Historical Commission is to protect the historic assets of the Town. In order to carry out this responsibility an education component is of outstanding importance among our activities. This includes education of Commission members and of the public. Increased awareness of the significance of the Town's historic assets by the general public is probably the most important means for their protection.

Education for Commission members includes keeping ourselves up to date on current issues and methods of historic preservation. This requires the Commission to maintain memberships in significant preservation organizations, to attend meetings held for local historical commissions, and to subscribe to journals in the field.

An important purpose of the Hendricks House restoration effort has been to use the house as an education tool. As a house museum and a repository for Holden-related historic artifacts, the house serves as a center for historical education with programs and exhibits available on a regular basis to the public. Most recently a series of hands-on, history-related programs for children has been initiated.

DEPARTMENT	FUNCTION	FUNCTION CODE
Historical Commission	Historical Commission	01-691
DEPARTMENT HEAD	**PREPARED BY**	
Charles Skillings		

NOTES

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015	APPROPRIATION SUMMARY	Request FY 2016	Manager FY 2016
5,605	4,775	5,817	6,700	6,700	Operating Expense	6,700	6,700
5,605	**4,775**	**5,817**	**6,700**	**6,700**	***Total Budget***	**6,700**	**6,700**

Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Estimate FY 2015		Object Description	Request FY 2016	Manager FY 2016
392	410	402	400	400	5212	Utilities	400	400
2,236	3,250	3,632	3,000	3,000	5214	Fuel	3,000	3,000
0	0	0	100	100	5231	Water/Sewer	100	100
2,977	1,115	1,783	3,000	3,000	5249	Alarm Monitor	3,000	3,000
0	0	0	200	200	5430	Miscellaneous Repairs	200	200
5,605	**4,775**	**5,817**	**6,700**	**6,700**		***Total Expense***	**6,700**	**6,700**
5,605	**4,775**	**5,817**	**6,700**	**6,700**		***Total Budget***	**6,700**	**6,700**

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2016 – FY 2020 was developed by the Town Manager's Office using input from Departments, Boards and Committees. A five year plan allows for the planned investment in the Town's capital assets and infrastructure.

When reviewing capital project requests, various criteria are taken into consideration in order to properly budget and prioritize them. This is a cooperative effort between the Department Heads and Town Manager. Most capital projects are aimed at supporting the Town's valuable infrastructure and making improvements and investments in our aging physical capital assets. Or, other projects are aimed at replacing large vehicles or making major repairs to expensive equipment such as the Fire Department Tower Truck, to extend its life and avoid having to replace the vehicle at a much higher cost.

Some of the projects of note in the FY 2016 Capital Budget are: Repairs to the Fire Department Tower Truck, improvements to the Library's reference and public computer area to more efficiently use space and increase customer access, annual replacement of two cruisers at the Police Department, re-painting of the exterior of the Starbard Building and Town Hall, replacement of a Street Sweeper, several projects to improve and replace aging water and sewer infrastructure, replacement of a dump truck in the Water/Sewer Division, and parking lot improvements to the new Recreation Department facility at 1420 Main Street.

The 5-Year Capital Plan is a fluid document which will provide us with the opportunity to plan our investments and to react to changes from year to year.

The FY 2016 Capital Plan recommends the expenditure of $1,020,000 in cash. An additional $1,304,000 is recommended for acquisitions to be funded from other sources such as Chapter 90 roads revenue, Recreation Revolving Fund, and CATV Fund. The Water-Sewer Enterprise Fund contains capital projects for both funding and borrowings for $2,387,500. The total investment for Capital acquisitions and improvements for FY 2016 is $4,711,500.*

***NOTE:** The principal amounts (rather than annual debt service) of the Water-Sewer proposed borrowings are reflected in these totals.

FY 2016 Capital Budget

DEPARTMENT	PROG	EXPENDITURE	CASH	BOND	OTHER	TOTAL
FIRE	ER	Portable Radio Upgrades	$100,000			$100,000
	ER	Tough Book/ Dock (2)	$5,000			$5,000
	ER	Personal Protective Equipment	$12,000			$12,000
	MR	Tower Truck Refurbishment			$250,000	$250,000
FIRE - EMS	ER	Lucas Press (CPR)	$13,000			*$13,000*
LIBRARY	ER	Reference/ Computer Furniture	$24,000			$24,000
POLICE	VR	Cruisers (2)	$74,000			$74,000
DPW ADMINISTRATION	II	1420 Main Street Parking Lot (50%)	$30,000			$30,000
	NEW	Road Sensor/ Salt Spreader	$15,000			$15,000
DPW B & G	II	Starbard/ TH Exterior Paint	$60,000			$60,000
	ER	Infield Groomer w/ Trailer	$25,000			$25,000
DPW HIGHWAY	NEW	Asphalt Reheater/ Trailer (50%)	$22,500			$22,500
	NEW	Sidewqalk/ Trench Paver	$35,000			$35,000
	II	Wyoming Dr. Drainage	$50,000			$50,000
	II	Sidewalk Paving Materials	$25,000			$25,000
	II	LOCAL ROADS	$300,000			$300,000
	II	CHAPTER 90			$894,000	$894,000
	VR	Street Sweeper #47	$190,000			$190,000
DPW WATER/SEWER	NEW	Asphalt Reheater/ Trailer (50%)			$22,500	$22,500
	II	Water Main Replacement		$1,600,000		$1,600,000
	II	Inflow/ Infiltration Removal			$240,000	$240,000
	II	Lincoln/ Jefferson Sta. Improvement		$270,000		$270,000
	II	Sycamore Dr. Booster Station			$35,000	$35,000
	VR	Dump w/ Plow #60		$220,000		$220,000
RECREATION	NEW	Furnishings Office/ Studio			$15,000	$15,000
	II	1420 Main St. Parking Lot (50%)			$30,000	$30,000
	PM	Court Maintenance			$15,000	$15,000
SENIOR CENTER	ER	Kitchen Appliances	$14,500			$14,500
TOWN MANAGER /IT	ER	Hardware Updates	$25,000			$25,000
CATV	ER	CATV Studio Camera Upgrades			$100,000	$100,000
Grand Total			$1,020,000	$2,090,000	$1,601,500	$4,711,500

Town of Holden
Five-Year Capital Plan FY2016 - FY2020

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2016	2017	2018	2019	2020	GRAND TOTAL
FIRE	ER	CASH	Portable Radio Upgrades	$100,000					$100,000
		CASH	Thermal Imaging Cameras (2/YR)		$30,000	$30,000			$60,000
		CASH	Tough Book/ Dock (2/YR)	$5,000		$5,000		$5,000	$15,000
		CASH	PPE	$12,000	$12,000	$12,000	$12,000	$12,000	$60,000
	MR	FIRE STABILIZATION FUND	Tower Truck Refurbishment	$250,000					$250,000
		CASH	Engine #3 Refurbishment				$120,000		$120,000
	VR	CASH	Car #1				$50,000		$50,000
		CASH	Car #3		$30,000				$30,000
		CASH	Car #2					$55,000	$55,000
		BORROWING	***Engine #2 Replacement***		***$500,000***				$500,000
FIRE SUB-TOTAL				$367,000	$572,000	$47,000	$182,000	$72,000	$1,240,000
FIRE - EMS	ER	CASH	Lucas Press (CPR)	$13,000					$13,000
		CASH	Defibrillator		$100,000				$100,000
	VR	BORROWING - GF	***Ambulance #1***			***$300,000***			$300,000
FIRE-EMS SUB-TOTAL				$13,000	$100,000	$300,000	$0	$0	$413,000
PS FACILITY	ER	CASH	UPS			$10,000			$10,000
PSF SUB-TOTAL				$0	$0	$10,000	$0	$0	$10,000
FIRE/EMS/PSF				$488,000	$672,000	$357,000	$182,000	$72,000	$1,771,000
LIBRARY	ER	CASH	Reference/Computer Area	$24,000					$24,000
		CASH	Replacement of Light Fixtures		$60,000				$60,000
	BM	CASH	Stone Work - Walls/ Walkway			$18,500			$18,500
		CASH	Basement Masonry Repair				$26,500		$26,500
		CASH	Repair Wooden Windows					$21,200	$21,200
LIBRARY SUB-TOTAL				$24,000	$60,000	$18,500	$26,500	$21,200	$150,200
POLICE	VR	CASH	Cruisers (2)	$74,000	$74,000	$74,000	$74,000	$74,000	$370,000
POLICE SUB-TOTAL				$74,000	$74,000	$74,000	$74,000	$74,000	$370,000
DPW ADMINISTRATION	II	BORROWING	DPW FACILITY - Feasibility		$1,100,000	***$2,000,000***	***$20,000,000***		$23,100,000
		CASH	1420 Main St. Parking Lot (50%)	$30,000					$30,000
	NEW	CASH	Road Speed Sensor/ Salt Spreader	$15,000					$15,000
		CASH	Car # 8, Ford 500		$30,000				$30,000
DPW ADMINISTRATION				$45,000	$1,130,000	$2,000,000	$20,000,000	$0	$23,175,000
BUILDINGS & GROUNDS	II	CASH	Exterior Paint - Town Hall/ Starbard	$60,000					$60,000
	ER	CASH	Zero-Turn Mowers (2)			$28,000			$28,000
		CASH	Infield Groomer w/ Trailer	25,000					$25,000
		CASH	F550 Dump w/ Plow #37				$120,000		$120,000
		CASH	Brush Chipper					$50,000	$50,000
	VR	CASH	Truck #58					$60,000	$60,000
		CASH	Utility Van #42			$35,000			$35,000
		CASH	F350 w/Utility Body/ Plow #41		$65,000				$65,000
DPW B & G				$85,000	$65,000	$63,000	$120,000	$110,000	$443,000

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2016	2017	2018	2019	2020	GRAND TOTAL
DPW HIGHWAY	NEW	CASH	Asphalt Reheater/ Trailer (50%)	$22,500					$22,500
		CASH	Sidewalk/ Trench Paver	$35,000					$35,000
	ER	BORROWING - GF	***Tanker/ Pumper Truck #1***				***$150,000***		$150,000
	II	CASH	Wyoming Drive Drainage	$50,000	$130,000				$180,000
		CASH	Sidewalk Paving Materials	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
	II	CASH	LOCAL ROADS	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
		STATE REIMBURSEMENT	CHAPTER 90	$894,000	$894,000	$894,000	$894,000	$894,000	$4,470,000
	VR	BORROWING - GF	***Loader w/Wing Plow #36***		***$260,000***				$260,000
		BORROWING - GF	*Street Sweeper #33*					***$190,000***	$190,000
		CASH	F350 Truck w/ Plow #6				$60,000		$60,000
		BORROWING - GF	***4X4 Truck w/ Plow #12***			***$260,000***			$260,000
		CASH	Street Sweeper #47	$190,000					$190,000
		BORROWING - GF	***Catch Basin Cleaner #35***				***$275,000***		$275,000
		CASH	SUV #49			$50,000			$50,000
		CASH	Sidewalk Plow #44 (50%)			75,000			$75,000
		CASH	Truck #10					$60,000	$60,000
DPW HIGHWAY				$1,516,500	$1,609,000	$1,604,000	$1,704,000	$1,469,000	$7,902,500
DPW MECHANICS	VR	CASH	F350 w/ Fuel Tank #1			$110,000			$110,000
DPW MECHANICS				$0	$0	$110,000			$110,000
DPW SUBTOTAL				$1,646,500	$2,804,000	$3,777,000	$21,824,000	$1,579,000	$31,630,500
DPW WATER/SEWER	NEW	CASH - WS	Asphalt Reheater/ Trailer (50%)	$22,500					$22,500
	II	BORROWING - WS	***Water Main Replacement***	***$1,600,000***	***$850,000***	***$650,000***	***$600,000***	***$600,000***	$4,300,000
		CASH - WS	Inflow/Infiltration Removal	$240,000	$50,000	$50,000	$50,000	$50,000	$440,000
		BORROWING - WS	***Lincoln/Jefferson Sta. Impr.***	**$270,000**					$270,000
		BORROWING - WS	***Lincoln Ave Force Main Clean.***		***$350,000***				$350,000
		CASH/ BORROWING - WS	***Sycamore Dr. Booster Station***	$35,000	***$280,000***				$315,000
		BORROWING - WS	***Princeton St.Sewer Pump Sta***		***$280,000***				$280,000
		BORROWING - WS	***Heritage Lane Sewer Pump Sta.***			***$840,000***			$840,000
		CASH/ BORROWING - WS	***Industrial Dr Sewer Pump Sta.***				50,000	***$350,000***	$400,000
		CASH/ BORROWING - WS	***Steele St.Tank Painting***				60,000	***$800,000***	$860,000
		CASH/ BORROWING - WS	***Spring St. Water Plant***			*$75,000*	***2,000,000***		$2,075,000
	VR	CASH	Truck #3 w/ plow					$60,000	$60,000
		BORROWING - WS	***Dump w/ Plow #60***	***$220,000***					$220,000
		CASH	F350 w/ Plow #4		$70,000				$70,000
		CASH	Sidewalk Plow #44 (50%)			$75,000			$75,000
		CASH	Truck #2					$60,000	$60,000
		CASH	Truck #50 w/ plow					$60,000	$60,000
	NEW	CASH	Truck #67				$70,000		$70,000
DPW WATER/SEWER				$2,387,500	$1,880,000	$1,690,000	$2,830,000	$1,980,000	$10,767,500

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2016	2017	2018	2019	2020	GRAND TOTAL
RECREATION	NEW	CASH - REC REV	Fixtures/ Furniture Office/ Studio	$15,000					$15,000
	II	CASH - REC REV	Parking Lot Improvements (50%)	$30,000					$30,000
	PM	CASH - REC REV	Field Maintenance /Fence/Nets		$15,000			$15,000	$30,000
		CASH - REC REV	Repairs to Courts - Mountview			$20,000			$20,000
		CASH - REC REV	Court Maintenance	$15,000		$15,000		$15,000	$45,000
		CASH - REC REV	Playground Surfaces/ Equipment		$15,000		$15,000		$30,000
	MR	CASH - REC REV	Pool Replace Caulking			$8,000	$10,000		$18,000
RECREATION				$60,000	$30,000	$43,000	$25,000	$30,000	$188,000
SENIOR CENTER	ER	CASH	Kitchen Appliances	$14,500					$14,500
		CASH	Replace AC Units (3)				$25,000	$25,000	$50,000
	BM	CASH	Carpeting		$20,000				$20,000
	VR	CASH	Town COA Van (30%)			$25,000			$25,000
SENIOR CENTER				$14,500	$20,000	$25,000	$25,000	$25,000	$109,500
TOWN CLERK	ER	CASH	Voting Equipment		$35,000				$35,000
TOWN CLERK				$0	$35,000	$0	$0	$0	$35,000
TOWN MANAGER - IT	ER	CASH	Hardware Updates	$25,000			$25,000		$25,000
TOWN MANAGER- IT				$25,000	$0	$25,000	$25,000	$0	$75,000
CATV	ER	CASH - CATV REV	CATV Studio Camera Upgrade	$100,000	$100,000	$50,000	$50,000	$50,000	$350,000
		CASH - CATV REV	Remote Studio/ Upgrades		$75,000	$50,000	$50,000	$50,000	$225,000
CATV				$100,000	$175,000	$100,000	$100,000	$100,000	$575,000
Grand Total				$4,711,500	$5,750,000	$6,137,500	$25,111,500	$3,881,200	$45,591,700

KEY:
BM - BUILDING MAINTENANCE
ER - EQUIPMENT REPLACEMENT
II - INFRASTRUCTURE IMPROVEMENTS
MR - MAJOR REPAIRS
PM - PARK/REC MAINTENANCE
VR - VEHICLE REPLACEMENT

SUMMARY						
FUNDING SOURCE	2016	2017	2018	2019	2020	Grand Total
BOND - GENERAL FUND	$0	$760,000	$560,000	$425,000	$190,000	$1,935,000
CASH APPROPRIATION	$1,020,000	$911,000	$850,500	$907,500	$687,200	$4,376,200
DPW FACILITY		$1,100,000	***$2,000,000***	***$20,000,000***		$23,100,000
OTHER - Fire/CH 90/REC/CATV	$1,304,000	$1,099,000	$1,037,000	$1,019,000	$1,024,000	$5,483,000
Sub-Total w/out DPW Fac	$2,324,000	$2,770,000	$2,447,500	$2,351,500	$1,901,200	$11,794,200
BOND - W/S	$2,090,000	$1,760,000	$1,490,000	$2,600,000	$1,750,000	$9,690,000
CASH - W/S	$297,500	$120,000	$200,000	$160,000	$230,000	$1,007,500
WS Sub-Total	$2,387,500	$1,880,000	$1,690,000	$2,760,000	$1,980,000	$18,284,700
Grand Total	$4,711,500	$5,750,000	$6,137,500	$25,111,500	$3,881,200	$45,591,700