

Town of Holden • Massachusetts



FY 2022 BUDGET

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FY 2022
BUDGET CALENDAR

Department Capital Budget Submission	November 6, 2020
Departments Submit Operating Budgets	November 16 – December 2, 2020
Town Manager Review	December 7– January 8, 2021
Budget Production	January 11 - February 5, 2021
Budget Submission	February 8, 2021
Finance Committee Budget Review	February 17 - March 31, 2021
Last Day to Submit Warrant Articles	April 2, 2021
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 5, 2021
Post Warrant for Annual Town Meeting	May 3, 2021
Town Reports Available	May 14, 2021
Annual Town Election	May 10, 2021
Adjourned Annual Town Meeting	May 17, 2021



Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

Peter M. Lukes
Town Manager

February 5, 2021

FY 2022 BUDGET TRANSMITTAL

TO THE MEMBERS OF THE BOARD OF SELECTMEN AND FINANCE COMMITTEE

I herewith submit for your review the Town Manager's proposed Operating and Capital Budget for FY 2022 (July 1, 2021 through June 30, 2022). This budget contains my recommendations for appropriation amounts for the various Town Departments along with background information, program descriptions, and expenditures. My budget message, the Resource Profile, Departmental Budget Comparison, and 5-Year Fiscal Plan will be presented to the Finance Committee at the Resource Profile Meeting on February 10, 2021.

For the tenth consecutive year, the submitted budget taxes below the levels authorized by Proposition 2 ½. The FY 2022 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, although we suspect that our traditionally healthy Free Cash balance may deteriorate. The numbers presented in this year's budget are much more tenuous than in years past, primarily because we are still waiting to realize the full impact of COVID restrictions on the economy, and therefore on revenue. The Commonwealth has not finalized unrestricted state aid disbursements, and as of this writing we have not received the assessment from Wachusett Regional School District. The school assessment alone could easily throw our budget into turmoil if it exceeds a three percent increase over last fiscal year. In anticipation of a greater increase from the school district, we have preemptively cut several hundred thousand dollars out of our capital requests, along with lowering our COLA to employees and maintaining level funding or below in our operating costs.

The Budget maintains the Town's strong financial position through frugality for the FY 22 term. We have preserved and hope to eventually improve our bond rating of 'AA+' from Standard & Poors Rating Service, along with our Moody's rating of 'AA1'. An excellent credit rating has powerful effects on the interest rates that we command in the market.

Overall, the proposed FY 2022 Operating and Capital Budget continues to fund our required and mandated costs such as education, health insurance, retirement, and other post-employment benefits, but does very little in terms of extending local government services beyond the prior year's level. In short, this budget "holds the line." The FY 22 budget has been undoubtedly the most difficult to construct in my seven years working in the Holden administration. Uncertainty is the burden that will be a part of this year's budget process for the Finance Committee as well. While we hope for good news from the Commonwealth and for a moderate increase on the WRSD assessment, both seem unlikely based on historical patterns.

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 our citizens while keeping Holden an affordable place to live, work and raise a family.

Peter M. Lukes,
Town Manager



Peter M. Lukes
Town Manager

Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

February 8, 2021

TO THE MEMBERS OF THE FINANCE COMMITTEE AND BOARD OF SELECTMEN FY 2022 BUDGET MESSAGE & RESOURCE PROFILE

Submitted herein are the Fiscal Year 2022 Operating and Capital Budgets and Resource Profile for the Town of Holden. Our municipal budget provides a roadmap for the future, along with a collaboration of our priorities as a community. Assembling this budget is an exercise in establishing a balance between providing effective and efficient services, while maintaining a level of taxation that is not overly burdensome to our residents and businesses. Holden has traditionally engaged in conservative municipal budgeting. Fiscal Year 2022's budget proposals have been among the most difficult decisions, because there is a great deal of uncertainty as to the fiscal health of government at all levels in the coming year. COVID restrictions on the economy have had some consequence up to this point, but their long term impacts have yet to be realized. Over the years, through a great deal of diligent budgeting, we have been able to keep Holden affordable, safe, inviting and well served by local government. If we are fortunate enough to continue on a path of fiscal responsibility, we can build upon and maintain our strong financial standing – one which has rewarded the town with excellent Bond Ratings from both Standard & Poors and Moody's. The Town Manager's office and our Department Heads have worked toward level funded operational costs to propose spending that will provide the services Holden residents have come to expect, while making our best efforts to minimize increases to spending. This budget represents our collective work to craft a \$69 million budget that will hold the line in FY 22 and allow us to remain financially strong into the future.

HIGHLIGHTS

The Resource Profile is a summary of the FY 2022 Budget's revenue and expenditures along with a projected tax rate and resulting change in the average residential tax bill. The expenditures side of the budget contains general expenditures in the total

amount of \$56,818,081, plus another \$11,204,021 in restricted expenditures. The total of our municipal expenditure budget results in the amount of \$68,022,102. Also included in this document are a Five-Year Financial Plan and Municipal Budget Comparisons.

Reductions in Capital Spending Requests – Significant reductions in capital spending were made in FY 22 as compared to previous five-year plans. Capital purchases that have been postponed from prior years have been once again postponed, and FY 22 requests from Departments have been either removed or further delayed. These decisions were made out of concern for lowered revenue, lower unrestricted state aid, and higher assessments from the Wachusett Regional School District. All of these factors remain somewhat of a mystery at the time of budget preparation, but our budget must be presented with worst case scenarios in mind in order to remain in balance. Worst case scenarios are unfortunately the most likely to be presented once the Legislature and the WRSDC release their final budgets. Cuts to capital in FY 22 included: Squad Car at Holden Fire Dept, three F-350 trucks at Department of Public Works, along with a field tractor for playing fields and a utility buggy for the cemetery from DPW Building and Grounds, and a cloud upgrade for general government computers. Additionally, many previously planned capital purchases were removed due to diligent pursuit of grant opportunities by various departments. Holden Fire was especially successful in applying for and receiving grants for PPE and an air compressor, while Holden Police received grants to pay for electronic signs for both speed enforcement and messaging. Public Works received a grant to supplement the cost of new plow blades, along with street signage and crosswalk upgrades. All of these grants helped to remove other capital expenses that would otherwise be required or requested through this budget.

1% COLA – The Town ratified the first collective bargaining agreement that will apply to FY 22 in December of 2020. The COLA contained in that contract for FY 22 was 1%, although other CBAs still remain to be negotiated COLA. The 1% COLA will also be applied to non-union employees in FY 22. This decrease from the previous years which ranged from 2-3% was a direct result of lower projected revenue, expected lower unrestricted aid from the state, and a general consensus among municipal leaders that the impact of the COVID shutdowns would reduce revenue across the board.

Open Space Stabilization Fund – The Open Space Stabilization Fund was created in FY 17 to support the acquisition of open space. The amount of \$50,000 was transferred into the Open Space Fund in FY 17 and FY 18, with \$100,000 added in FY 19 and \$50,000 in FY 20. Last year, the Town partnered with White Oak Land Preservation Trust to acquire nearly one hundred acres off of Salisbury Street that added to our open space in that sector of town and help control development. In FY 22 we are proposing adding \$50,000 to the fund once again.

Fire Stabilization Fund - Holden purchased a new ambulance in FY 21. We have maintained a three year rotation in which we purchase a new ambulance to replace the oldest one (a nine year life cycle per ambulance). Once again this budget adds \$100,000 in FY 22 to the Fire Vehicle Stabilization Fund, so that we can rebuild the fund in time for the next purchase in our rotation, scheduled for FY24.

Insurance and Retirement – Insurance and Retirement remain “budget busters” in Holden as they do for every municipality. This is a fixed cost that we cannot avoid and it increases every year across the board. We expect health insurance costs to increase by at least 8%. Other insurance such as Property and Casualty, Police, Fire, will also increase by approximately 5%. Holden’s contribution to the retirement pension fund will increase by approximately 10% in FY 22. General Government spending overall will increase by about \$399,000 in FY 22. These two items alone comprise \$445,000 of increased costs within the General Government category.

Regional Dispatch – The Towns of Holden and Princeton formed the Wachusett Regional Emergency Communication Center in December 2014 using grants from State 911. The town of West Boylston joined WRECC in early 2017. We welcomed Paxton into the WRECC last year. Ongoing grants from State 911 and proportional payments from the member towns augment the costs of the Dispatch Center and thus lower Holden’s costs, while providing a higher level of service for our residents. Part of our inter-municipal agreement with Princeton and West Boylston provides for the creation and maintenance of a capital equipment fund. In FY 19, \$18,000 was added and in FY 20, the Town added \$24,000 from Free Cash into the Dispatch Stabilization Fund. We did not add any contribution to the fund in FY 21 and we do not propose adding any in FY 22 as it has been deemed unnecessary at this time. Due to increases in call volume as more member towns came on line, one dispatcher was added in FY 19, with another in FY 20. No dispatchers were added in FY 21, but we propose adding one more dispatcher in FY 22 due to increased call volume with the addition of Paxton. The cost of the new dispatcher will largely be absorbed through the annual 911 Commonwealth Grant along with member town contributions. This is the only new position added within the FY 22 budget.

Reserves – During the past few years, we have developed policies to address our Other Post Employment Benefits (OPEB) liability, establish an appropriate level of financial reserves, and for the utilization of Free Cash. This Budget is once again consistent with these policies. We are contributing a total of \$478,967 to the OPEB Trust Fund. Similar to last year, HMLD will not be contributing to the OPEB fund because their share of the liability is now fully funded. \$150,000 is being added to the General Stabilization Fund, which marks a decrease from prior years due to both the health of our General Stabilization balance and a lack of extra resources in FY 22. Another \$1,765,867 of Free Cash will be applied to other Stabilization Funds, the Capital Budget, and certain one-time expenses in the Operating Budget. The recommendations in this document devote a total of 50.0% of Free Cash to offset the overall budget in FY 2022. The combined balance in our General Stabilization Fund of approximately \$4,850,000 along with unappropriated Free Cash of \$2,394,834 results in reserves of approximately \$7,244,834.

REVENUES

The FY 2022 Budget estimates total General Fund revenue at \$56,799,109, exclusive of our special funds. Of this amount, 80.2% or \$42,242,608 is derived from the Tax Levy; State Cherry Sheet revenue is estimated to be level funded at \$2,276,519 or 4.2%. We have estimated a level funding from last fiscal year in unrestricted state aid although the House 1 budget has proposed

an increase. The state legislature will not vote on the final amount until much later in the budget season. The amount of \$5,449,197 is expected from Local Receipts representing 10.3%; \$2,491,643 from Free Cash and other Intra-Government Transfers, or 4.8%; and \$4,137,522 from so-called Debt Excluded Revenue.

EXPENDITURES

Wachusett Regional School District. Holden's largest allocation is for Education, which includes the Town's expenditures to support the Wachusett Regional School District and Montachusett Regional Vocational School District. The FY 2022 proposed budget accounts for an increase of 3.01% over last fiscal year's final WRSD assessment. Total Educational expenses reflected in this budget amount to \$32,455,126 (not including debt) and comprise 61.6% of our total budget. This projected amount is pure speculation and will probably not reflect the final assessment amount. The Town Administration and the Board of Selectmen have requested that the WRSD does not budget more than 3% increase in FY 22 in light of the global and local impact of COVID 19 to the economy and government revenue. The \$32,455,126 represents an increase of \$946,417.

In FY 22, the overall tax increase to the average homeowner in Holden is predicted to be \$201.68, based on this proposed budget. Two thirds of that \$201 increase is attributable to growth in the Education budget, and one third is attributable to the increase in all other municipal spending combined. There will likely be a dramatic increase in the WRSD budget once the final assessment numbers are assigned, and the likelihood of the tax burden on Holden residents increasing is very high. It is entirely possible that if WRSD proposes an increase in spending similar to prior years, Holden will exceed its current levy capacity and require one or more of three things to happen: 1) further cuts to the municipal budget, 2) a reduction or elimination of the use of Free Cash that has been assigned to reduce the tax rate, or 3) a Proposition 2 ½ override in order to raise more revenue.

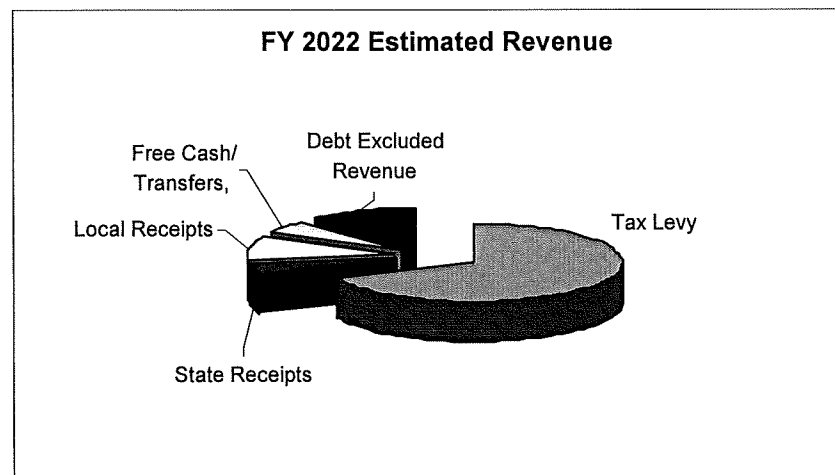
The WRSD Assessment consists of four categories: the Minimum Local Contribution which is set by the MA Department of Elementary and Secondary Education, bus transportation, debt service (Wachusett Regional High School project) which are required payments to the District. The budget request includes an additional amount that has come to be called the Regional Agreement Spending Assessment, or voluntary payment which is over and above the required amount.

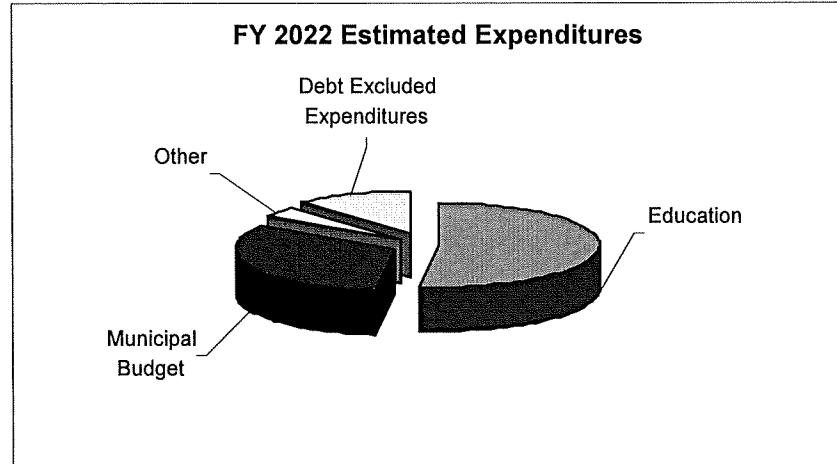
Over the past several years, the District's initial budget has not always received the required support of four out of five District Member Towns. In FY 17, Holden's WRSD assessment was reduced by \$587,034 after the initial budget was approved by the Holden Town Meeting. In FY 18, Holden's WRSD assessment was reduced by \$307,170. In FY 19 and FY 20, the WRSD assessments were paid by all member towns in full. Other member towns have expressed concern regarding the year over year increases in the assessment and more than one member town may face difficulty meeting their voluntary contribution.

Holden residents, along with elected and appointed officials, have always provided generous funding for education. My administration, prior administrations, and Town Administrators from other member towns have stated repeatedly that these kinds of substantial and consistent increases will eventually strain our ability to provide for other town services. We sound this warning every year, and every year it is ignored by the school district. While we expect it will be ignored again this year, eventually the results will yield an unfortunate and unavoidable shortcoming for both the Town and the schools.

Municipal Budget. After Education, the Municipal Budget represents the next largest portion of expenditures (33%). These expenses include General Government, Public Safety, Public Works, Culture (Library and Historic Commission), Human Services (Senior Center and Veterans), and the Annual Capital Program. The Municipal Budget totals \$18,770,056- an increase of 2.44% compared to last year. Other expenditures such as transfers to General Stabilization, other reserve funds, OPEB, and Overlay total \$1,434,403. Debt Excluded Expenditures are \$4,139,522 or 7.3% of the General Fund Expenditures.

The following two charts illustrate the Town's revenue from various sources, along with the Town's expenditures – where our revenue comes from, and where it is spent. Note that approximately 80.2% of our revenue is derived from the property taxes and about 95% of our tax base is residential.





RESOURCE PROFILE

Pursuant to the 1981 MA State Law known as ‘Proposition 2 ½’, the annual permitted property tax levy is capped at a level which can only be exceeded by voter authorization through a town-wide ballot. This limit is calculated by taking the previous year’s levy limit, increasing it by 2.5%, adding the property taxes generated by any new construction that has occurred in the Town in the prior year, and adding the current debt service cost of any borrowing that has been excluded from the limits of Prop 2 ½ by a town-wide ballot.

Taking these factors into consideration, our total allowable Proposition 2 ½ increase next year would be \$1,033,566 plus \$350,000 in (estimated) new growth. The unused levy capacity is the difference between the needed expense appropriation and the Proposition 2 ½ cap. For FY 2022, the total Tax Levy based on this budget is estimated to be \$46,863,721 (including debt excluded revenue). This budget reflects a net excess levy capacity of \$543,591. This margin of excess levy capacity is deceptive in that the Town purposely underspent in anticipation of the massive increase to the WRSD assessment that has become traditional. The Town also considered the current economic climate of our residents, many of whom have suffered financially as a result of COVID shutdowns. Budget preparation for FY 22 took into consideration a need to minimize any increases in the residential tax burden for the next year. My administration believed that a shared sacrifice was in order for FY 22 and, as such, we have instituted the lowered COLA as well as restrained spending by submitting operating budgets that are level or sub-level funded from the previous year. The proposed \$200 average homeowner increase marks a reduction from the average of approximately \$300 for the last several years.

Free Cash was certified as of July 1, 2020 at \$4,789,668. We are proposing to apply \$2,394,834 of Free Cash to offset the expenses of this budget. Three hundred seventy-five thousand dollars (\$150,000) goes to General Stabilization, \$478,967 to OPEB, \$100,000 will be contributed to the Fire Stabilization Fund, \$50,000 into the Open Space Fund, \$75,000 to DPW Depreciation Fund, and \$873,000 would be applied to the General Fund portion of the FY 2022 Capital Improvement Program. As mentioned previously, this would amount to using about 50% of Free Cash and will leave a balance in Free Cash of \$2,394,834.

The projected tax rate for FY 2022 is \$17.97 per thousand dollars of assessed valuation. This is a \$0.57 increase compared to FY 2021 recap (\$17.40) -- a 3.3% increase in the tax rate. This is an estimated rate only and subject to change; the actual rate will be established once the Budget is approved at Town Meeting, four out of five towns vote the District's Educational Assessment, the Recapitulation (Recap) Sheets are filed with the Department of Revenue, a unified tax rate has been established, and the Board of Assessors set the town-wide valuation schedules (November 2021). The average home value for FY22 as exhibited in the Resource Profile would be \$355,533 representing approximately .5% increase over the values certified for FY21. Based on a tax rate of \$17.97, an average home owner can expect to pay about \$6,388 per year in real estate taxes, or \$201 more per household compared to last year. The increase is mainly due to contractual obligations and capital purchases, along with rising costs of health insurance, retirement, and assuming only a reasonable increase in the school assessment.

OTHER FUNDS

The Town has other funds, separate from the General Fund, which are considered 'restricted funds' and are supported, in general, by service fees. We have two Enterprise Funds: Water-Sewer and Solid Waste and Recycling, and four Revolving Funds: Recreation, Before- and After-School, Inspections, and Community Television.

Recreation Revolving Fund

The Recreation Revolving Fund was depleted in FY 21 due primarily to losses at the Dawson Pool. The Town felt that it was necessary to open the pool and provide some degree of respite and recreation for a population that had been without in-person school for the second half of the academic year along with the unpleasant aspects of COVID related closures. In so doing, the pool was under reduced occupancy rules per the Governor's orders, but the regulations regarding lifeguards and staff remained in place. Therefore the costs greatly exceeded the revenue for the summer, and the Recreation Department revenue was down nearly \$200,000 for the season. Additionally, Before/Aftercare was not available due to schools remaining closed and a lack of facility space being made available, and most if not all traditional Recreation programming was canceled over the last twelve months.

We do have a return to normalcy expected regarding Recreation programs by summer, 2021. Our hope is that revenues will return to normal and the town pool will provide not only pool use but also its regular supplemental summer camp, swim lesson and swim team operations so that revenues will approach their regular levels.

Water Sewer Enterprise Fund

In FY 2022, the proposed Water Sewer Enterprise Fund's expenditures are essentially flat from the budget approved for FY 2021. The expenditures are proposed to decrease by approximately \$27,000, or 0.3%. This reduction is primarily attributed to being able to limit increases in many of the budgetary line items, a reduction in the amount of capital outlay cash, a reduction in the amount of debt service, and in lowering the amount of emergency reserves appropriated to \$100,000. While the emergency reserves will not be appropriated as highly as they have in the past for immediate usage, they will still be available for use within the Enterprise Fund's retained earnings balance.

A rate increase in the amount of approximately \$225,000 is proposed. This dollar amount represents an approximate increase of 3.3% of the total rate revenue. At this time, we have not determined the final structure of the rate increases to be recommended, but as an example, the last increase in water and sewer rates was in July, 2020, for FY 21. At that time, the rate increase was for \$100,000, or 1.2% of rate revenue. The 3.3% rate increase recommended for FY 22 represents the Water Sewer Enterprise Fund's attempt to incur small, periodic rate increases to cover increases in expenses, and to avoid larger, infrequent increases. While expenses are essentially flat, the funding of the budget uses less retained earnings from the previous year, thus necessitating a rate increase to ensure that the retained earnings are not covering any potential structural deficits in the enterprise fund.

Solid Waste/ Recycling Fund

The second part of a two-phase price increase occurred in FY 20 and will fund the solid waste enterprise account for the remainder of the hauler contract with a minimal use of free cash in FY 222. The Town expects moderate increases in cost within the contract as well as recycling costs associated with Wheelabrator. Current user fees associated with the Solid Waste program should sustain costs through FY 22. The Town continues to remain in a fortunate position even though the global recycling market has been volatile by having a rate of \$30 per ton locked in since FY18. The Town will continue to work with Casella as well as the Department of Environmental Protection, the Wachusett Regional Recycling Center and neighboring municipalities to identify economic and innovative ways to dispose of materials. As we begin new contract negotiations, the collapse of the international recycling market will certainly have a significant impact on future rates and require a top to bottom review of the Waste/Recycling program.

Inspections

The first fee increase in 15 years was adopted in FY 20. This fee increase was necessary to fund the valuable services that are provided to the users of various permits including; building, electrical, plumbing and gas permits. There is no fee increase proposed in FY 22 and we expect current fees to sustain the Inspections costs for some time. Inspections has requested a vehicle for the Building Inspector, as they did in FY 21. The vehicle was removed from the ultimate budget recommendation that was brought to the Annual Town Meeting in 2020.

CONCLUSION

The proposed FY 2022 budget was crafted in light of the difficult year we have shared with the rest of the global community. Our residents have sacrificed, due to circumstances beyond anyone's control, in ways that we have all felt and been a part of. This year of turmoil will no doubt be reflected in revenue for FY 2022 as well as in the types of government services we provide along with the manner in which we provide them. This budget was created with a theme of shared sacrifice in mind. Our employees will receive a smaller Cost of Living Adjustment in FY 22. Our capital purchases will be limited more so than usual. Our departmental operating budgets stayed the same or were lowered at every opportunity. In spite of all of this we were barely able to ease the residential tax burden which increases every year, including this one. We have sought and will continue to seek expanded means of funding our capital needs through state and federal grants. This proposed budget, once again, supports our commitment to our schools by offering a nearly one million dollar increase to the education operating budget. We remain hopeful that the Wachusett Regional School District joins us in the shared sacrifice after a year that reduced school services to a shadow of what residents have come to expect.

In spite of rising fixed costs, Holden continues to enjoy exceptional financial reserves. We never lose site of the importance of maintaining our reserves, funding our infrastructure improvements, and addressing our OPEB obligation. Due to the long term strength of our finances, the Town's credit rating has held steady with Standard and Poors AA+ rating, along with Moody's Municipal Credit Rating of AA1. A good credit rating means lower interest rates on our borrowings which translates into cost savings to our taxpayers.

The fiscal health of our other funds such as Water-Sewer Enterprise, Solid Waste & Recycling Fund, and Recreation Revolving Fund also play an important role in the Town's stable financial outlook. We have toiled to keep the size of municipal government in check, but costs continue to rise and Holden residents expect a high level of municipal services. We must also remember the thirty million dollars in capital asset improvements that were highlighted in the Capital Asset Study conducted in 2019. The Town began addressing some of our capital asset issues with over one million dollars dedicated to improving and replacing HVAC systems at the town's elementary schools in the last budget cycle. We will need to address other issues in the next few years. These will be major and necessary expenses which will only be possible through prudent spending today and continued frugality in the coming years. Our combined efforts to create an annual budget requires a balance between providing the very best municipal services possible while doing so in an efficient, cost effective manner. Working together, I am confident that we will continue the positive, affordable growth that has made Holden such an inviting place to live and do business.

Once again, I'd like to thank and acknowledge our Department Heads, especially our finance team, and our many talented employees for their assistance in the preparation of this budget and for the dedication that they maintain to the Town of Holden. We had the misfortune of having a Covid outbreak in our Town Management and Accounting Offices during the final weeks of budget preparation. Almost all parties to the budget preparation were quarantined and working remotely, which complicated an already stressful annual event. The team rose to the occasion and I cannot praise everyone enough. Special thanks go to Lori Rose, Town Accountant, for her expertise and good counsel, and to Abby Benoit, Administrative Assistant, for her work preparing and assembling this document and her endless patience. Administrative Assistant Wendy Brouillette and Assistant Town Manager Steph King were also outstanding help throughout the process.

Peter M. Lukes
Town Manager

TOWN OF HOLDEN FY 2022 RESOURCE PROFILE

	FY19 RECAP	FY20 SUBMITTED	FY20 RECAP	FY21 SUBMITTED	FY21 TOWN MEETING	FY21 RECAP	FY22 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
Total Assessed Value (Est.)	2,361,218,620	2,408,442,992	2,510,692,390	2,560,906,238	2,560,906,238	2,577,956,850	2,577,956,850	0	0.0%
Average Assessed Home	326,725	333,260	346,538	353,469	353,469	355,533	355,533	0	0.0%
Tax Rate	17.44	17.94	17.00	17.55	17.47	17.40	17.98 \$	0.57	3.3%
Average Tax Bill	5,698	5,980	5,891	6,205	6,176	6,186	6,391 \$	204.29	3.3%
Tax Rate Change	-0.17	0.50	-0.76	0.55	-0.08	0.40	0.57		
Excess Levy Capacity	1,303,125	883,078	1,415,784	46,330	432,305	144,436	524,619	380,183	263.22%
GENERAL FUND REVENUES									
Tax Levy	36,876,389	38,864,881	38,481,309	41,163,429	40,862,215	41,198,197	42,201,580	1,003,383	2.44%
Supplemental Tax Assessment	75,000	75,000	75,000	75,000	75,000	70,000	60,000	-10,000	-14.29%
Tax Receipts - Non-excluded	36,951,389	38,939,881	38,556,309	41,238,429	40,937,215	41,268,197	42,261,580	993,383	2.41%
Percentage of General Fund Revenues	78.5%	79.0%	78.8%	80.0%	79.8%	80.1%	80.2%	86.6%	
Cherry Sheet- Unrestricted	1,982,462	2,030,218	2,030,218	2,080,970	2,080,970	2,030,218	2,030,218	0	0.00%
Cherry Sheet- Offsets	190,336	190,336	195,549	195,549	195,549	191,728	191,728	0	0.00%
State Receipts	2,172,798	2,220,554	2,225,767	2,276,519	2,276,519	2,221,946	2,221,946	0	0.00%
Percentage of General Fund Revenues	4.6%	4.5%	4.5%	4.4%	4.4%	4.3%	4.2%	0.0%	
General Estimated Receipts	1,911,875	1,924,309	1,939,472	1,962,523	1,962,523	1,937,198	1,968,860	31,662	1.63%
Indirect Charges	94,800	94,800	94,800	94,800	94,800	94,800	97,644	2,844	3.00%
Excise Receipts	2,300,000	2,300,000	2,375,000	2,375,000	2,375,000	2,375,000	2,200,000	-175,000	-7.37%
Sewer Connection Betterment	41,500	41,500	41,500	41,500	41,500	41,500	41,500	0	0.00%
EMS Receipts	850,000	850,000	852,000	852,000	852,000	852,000	852,000	0	0.00%
Regional Dispatch Municipal Assessment	203,851	242,495	227,051	251,142	251,142	251,142	289,193	38,051	15.15%
Local Receipts	5,402,026	5,453,104	5,529,823	5,576,965	5,576,965	5,551,640	5,449,197	-102,443	-1.85%
Percentage of General Fund Revenues	11.5%	11.1%	11.3%	10.8%	10.9%	10.8%	10.3%	-8.9%	
Free Cash-To Stabilization	818,000	574,000	574,000	450,000	450,000	450,000	375,000	-75,000	-16.67%
Free Cash-To OPEB	404,693	449,011	449,011	449,011	449,011	449,011	478,967	29,956	6.67%
Free Cash-To Capital	850,771	951,000	951,000	1,127,208	1,127,208	1,127,208	893,000	-234,208	-20.78%
Free Cash-Offset Operating/Reduce Tax Rate		258,438	258,438	218,835	218,835	225,189	647,867	422,678	187.70%
Overlay Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0	0.00%
Balance Sheet Excess Appropriation reserved for debt exclud	261,461	181,676	181,676	7,127	7,127	7,127	116,066	108,939	1528.54%
Light Dept In Lieu	150,106	153,108	153,108	153,108	153,108	153,108	156,936	3,828	2.50%
Wachusett Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0.00%
Cemetery Perpetual Care Trust Fund	5,000	5,000	5,000	5,000	5,000	5,000	5,000	0	0.00%
Recreation Portion Pool Debt	0	0	0	0	0	0	0	0	#DIV/0!
Free Cash / Intra-Government Transfers	2,565,031	2,647,233	2,647,233	2,485,289	2,485,289	2,491,643	2,747,836	256,193	10.28%
Percentage of General Fund Revenues	5.4%	5.4%	5.4%	4.8%	4.8%	4.8%	5.2%	22.3%	461.9%
TOTAL GENERAL FUND REV - NON-EXCLUSION	47,091,244	49,260,772	48,959,132	51,577,202	51,275,988	51,533,426	52,680,559	1,147,133	2.23%
DEBT EXCLUSION REVENUE									
Debt Exclusion (Net)	4,301,538	4,351,040	4,201,906	3,792,467	3,886,519	3,659,593	4,137,522	477,929	13.06%
SBAB Reimbursement Elementary	1,732,787	1,732,786	1,732,786	0	0	0	0	0	#DIV/0!
Debt Excluded Revenue	6,034,325	6,083,826	5,934,692	3,792,467	3,886,519	3,659,593	4,137,522	477,929	13.06%
TOTAL GENERAL FUND REVENUE	53,125,569	55,344,598	54,893,824	55,369,669	55,162,507	55,193,019	56,818,081	1,625,062	2.94%

TOWN OF HOLDEN FY 2022 RESOURCE PROFILE

	FY19 RECAP	FY20 SUBMITTED	FY20 RECAP	FY21 SUBMITTED	FY21 TOWN MEETING	FY21 RECAP	FY22 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
GENERAL FUND EXPENDITURES									
Required Minimum Contribution	18,233,370	19,225,254	19,225,254	20,005,254	20,061,939	20,061,939	20,663,798	601,859	3.00%
Voluntary Regional Assessment RASA	6,787,692	7,388,689	7,306,064	8,238,036	8,142,799	8,142,799	8,387,083	244,284	3.00%
School Transportation	2,004,018	2,168,028	2,204,518	2,360,505	2,290,978	2,290,978	2,387,278	96,300	4.20%
Shift assessment from debt excluded to assessment							26,767	-26,767	-100.00%
Montachusett Assessment	835,988	902,867	901,029	977,616	930,226	930,226	958,133	27,907	3.00%
Out of District Vocational	0	0	0	54,000	54,000	54,000	58,834	4,834	8.95%
Education	27,861,068	29,684,838	29,636,865	31,635,411	31,479,942	31,506,709	32,455,126	948,417	3.01%
Percentage of General Fund Expenditures	52.4%	53.6%	54.0%	57.1%	57.1%	57.1%	57.1%	58.4%	
Percentage of General Fund Expenditures (Excluding Debt)	59.5%	60.2%	60.8%	61.4%	61.4%	61.2%	61.6%	80.1%	
General Government	6,240,364	6,359,031	6,314,976	6,789,882	6,789,732	6,789,732	7,189,458	399,726	5.89%
Public Safety	5,472,541	5,803,958	5,803,958	5,871,773	5,871,773	5,871,773	6,190,014	318,241	5.42%
Public Works	2,890,526	3,019,697	3,018,697	3,215,404	3,210,404	3,210,404	3,197,810	-12,594	-0.39%
Culture	889,951	923,570	915,570	931,770	931,770	931,770	933,999	2,229	0.24%
Human Services	360,167	369,104	369,104	386,262	386,262	386,262	384,750	-1,512	-0.39%
Capital Budget	1,100,540	1,301,000	951,000	1,236,708	1,127,208	1,127,208	893,000	-234,208	-20.78%
Prior year bills	0	0	0	0	0	6,354		-6,354	-100.00%
Municipal Budget	16,976,559	17,776,360	17,373,305	18,431,799	18,317,149	18,323,503	18,789,030	465,527	2.54%
Percentage of General Fund Expenditures	32.0%	32.1%	31.6%	33.3%	33.2%	33.2%	33.1%	28.6%	
Percentage of General Fund Expenditures (Excluding Debt)	36.3%	36.1%	35.6%	35.8%	35.7%	35.6%	35.7%	39.3%	
DPW Depreciation Fund	100,000	100,000	100,000	100,000	100,000	100,000	75,000	-25,000	-25.00%
Fire Vehicle Stabilization Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
Open Space Stabilization Fund	100,000	50,000	50,000	50,000	50,000	50,000	50,000	0	0.00%
Dispatch Infrastructure Stabilization Fund	18,000	24,000	24,000	0	0	0	0	0	#DIV/0!
Non-Exempt Debt	304,742	303,068	303,068	192,377	192,377	192,377	153,977	-38,400	-19.96%
Town Debt Budget > than Debt Excluded Actual for FY21			9,349	0	0	162,854	0	-162,854	-100.00%
Oil Spill Clean Up Debt (Jefferson School)	39,726	82,601	39,434	39,434	39,434	80,580	80,580	0	0.00%
State Assessments (Transportation)	140,528	140,528	145,575	145,575	145,575	145,879	145,879	0	0.00%
Overlay/Abatements	245,652	250,000	200,414	200,000	200,000	183,376	200,000	16,624	9.07%
Stabilization Fund Appropriation	500,000	300,000	300,000	200,000	200,000	200,000	150,000	-50,000	-25.00%
Other Post Employment Benefits Trust Fund	404,693	458,449	458,449	449,011	449,011	449,011	478,967	29,956	6.67%
Other Expenditures	1,953,341	1,808,646	1,730,290	1,476,397	1,476,397	1,664,077	1,434,403	-229,674	-13.27%
TOTAL GENERAL FUND EXP. - NON-EXCLUSION	46,790,968	49,269,844	48,740,459	51,543,607	51,273,488	51,494,289	52,678,559	1,184,270	2.30%
DEBT EXCLUSION EXPENDITURES									
Exempt Debt - excluded	5,312,359	5,067,381	5,102,825	2,775,522	2,778,022	2,655,646	3,096,438	440,792	16.60%
High School Debt - excluded	1,022,242	1,007,373	1,050,540	1,050,540	1,110,997	1,043,084	1,043,084	0	0.00%
Debt Excluded Expenditures	6,334,601	6,074,754	6,153,365	3,826,062	3,889,019	3,698,730	4,139,522	440,792	7.16%
Percentage of General Fund Expenditures	11.9%	11.0%	11.2%	6.9%	7.1%	6.7%	7.3%	27.1%	242.0%
TOTAL GENERAL FUND EXPENDITURES	53,125,569	55,344,598	54,893,824	55,369,669	55,162,507	55,193,019	56,818,081	1,625,062	2.98%
REVENUE/EXPENDITURE DIFFERENCE	0	0	0	0	0	0	0	0	0.00%
School Change									
WRSD School Budget without Debt	\$27,025,080	\$28,781,971	\$28,735,836	\$30,603,795	\$30,495,716	\$30,495,716	\$31,438,159	\$915,676	3.19%
WRSD School Budget with Debt	\$28,087,048	\$29,871,945	\$29,825,810	\$31,693,769	\$31,646,147	\$31,619,380	\$32,561,823	\$915,676	3.07%
Total Education Budget with Debt	28,923,036	30,774,812	30,726,839	32,671,385	32,576,373	32,549,606	33,519,956	\$1,822,767	5.93%

**TOWN OF HOLDEN
FY 2022 RESOURCE PROFILE**

	FY19 RECAP	FY20 SUBMITTED	FY20 RECAP	FY21 SUBMITTED	FY21 TOWN MEETING	FY21 RECAP	FY22 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
RESTRICTED REVENUE									
LIBRARY OFFSETS	31,862	33,675	33,502	33,675	33,675	33,675	33,675	0	0.00%
RECREATION REVOLVING	518,827	530,303	530,303	534,913	534,913	534,913	533,724	-1,189	-0.22%
AFTER SCHOOL REVOLVING	329,796	359,212	359,212	381,977	381,977	381,977	334,931	-47,046	-12.32%
CABLE REVOLVING ACCOUNT	250,000	250,000	250,000	250,000	250,000	250,000	280,000	30,000	12.00%
SOLID WASTE ENTERPRISE FUND	1,263,787	1,334,260	1,334,260	1,339,500	1,339,500	1,339,500	1,395,500	56,000	4.18%
INSPECTIONAL SERVICES REVOLVING	185,000	245,000	245,000	245,000	245,000	245,000	230,000	-15,000	-6.12%
WATER SEWER REVENUE	6,667,990	7,093,185	7,093,185	7,149,000	7,211,117	7,211,117	7,744,700	533,583	7.40%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
FIRE VEHICLE STABILIZATION FUND	125,954	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
OPEN SPACE STABILIZATION	100,000	50,000	50,000	50,000	149,834	149,834	50,000	-99,834	-66.63%
REGIONAL DISPATCH STABILIZATION	18,000	24,000	24,000	0	0	0	0	0	0.00%
GENERAL STABILIZATION	500,000	500,000	300,000	200,000	200,000	200,000	150,000	-50,000	-25.00%
TOTAL RESTRICTED REVENUE	10,091,216	10,619,635	10,419,462	10,384,065	10,546,016	10,546,016	10,952,530	406,514	3.85%
RESTRICTED EXPENDITURES									
LIBRARY OFFSETS	31,862	33,675	33,502	33,675	33,675	33,675	33,675	0	0.00%
RECREATION REVOLVING	489,690	447,008	447,008	949,779	999,779	999,779	448,998	-550,781	-55.09%
AFTER SCHOOL REVOLVING	352,653	356,020	356,020	384,194	384,194	384,194	342,807	-41,387	-10.77%
CABLE REVOLVING ACCOUNT	403,018	401,992	396,492	349,804	349,804	349,804	357,948	8,144	2.33%
SOLID WASTE ENTERPRISE FUND	1,299,787	1,331,676	1,331,676	1,363,154	1,363,154	1,363,154	1,410,273	47,119	3.46%
INSPECTIONAL SERVICES REVOLVING	262,176	233,596	232,596	277,795	244,795	244,795	282,183	37,388	15.27%
WATER SEWER EXPENSES	7,977,990	8,156,005	8,230,483	8,138,319	8,198,419	8,198,419	8,361,812	163,393	1.99%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	0	0	0	0	0	0	0	0	0.00%
FIRE VEHICLE STABILIZATION FUND	0	0	0	310,000	310,000	310,000	0	-310,000	-100.00%
OPEN SPACE STABILIZATION	0	0	0	150,166	250,000	250,000	0	-250,000	-100.00%
REGIONAL DISPATCH STABILIZATION	0	0	0	0	0	0	0	0	0.00%
GENERAL STABILIZATION	0	0	0	0	0	0	0	0	0.00%
TOTAL RESTRICTED EXPENDITURES	10,817,176	10,959,972	11,027,777	11,956,886	12,133,820	12,133,820	11,237,696	(896,124)	-7.39%

**BUDGET COMPARISON
FY2021 TO FY2022**

Department	FY2021				FY2022				Change	
	Personnel Services	Expenses	Offsets	Total	Personnel Services	Expenses	Offsets	Total	Dollar	Percentage
Moderator	100	65	-	165	100	65	-	165	-	0.0%
Selectmen	7,250	28,000	-	35,250	7,250	33,000	-	40,250	5,000	14.2%
Finance Committee	-	151,786	-	151,786	-	151,786	-	151,786	-	0.0%
Town Manager/ Personnel	472,331	125,475	22,500	575,306	488,937	21,250	22,500	487,687	(87,619)	-15.2%
Information Technology	265,018	155,527	112,000	308,545	267,669	150,647	112,000	306,316	(2,229)	-0.7%
Accounting	209,867	33,400	31,010	212,257	208,936	33,200	31,010	211,126	(1,131)	-0.5%
Treasurer/ Collector	239,878	71,400	60,425	250,853	232,561	63,650	60,425	235,786	(15,067)	-6.0%
Assessor	185,727	42,300	-	228,027	189,137	97,050	-	286,187	58,160	25.5%
Legal	-	180,000	-	180,000	-	190,000	-	190,000	10,000	5.6%
Town Clerk	216,414	44,018	-	260,432	216,672	40,852	-	257,524	(2,908)	-1.1%
Insurance	-	2,191,057	-	2,191,057	-	2,399,507	-	2,399,507	208,450	9.5%
Retirement	-	1,785,000	-	1,785,000	-	2,042,205	-	2,042,205	257,205	14.4%
Debt	-	3,010,877	-	3,010,877	-	3,280,000	-	3,280,000	269,123	8.9%
Planning & Development	208,369	171,050	-	379,419	282,984	66,000	-	348,984	(30,435)	-8.0%
Sealer of Weights & Measures	4,000	1,700	-	5,700	6,000	-	-	6,000	300	5.3%
Subtotal General Government	1,808,954	7,991,655	225,935	9,574,674	1,900,246	8,569,212	225,935	10,243,523	(187,474)	-2.0%
Police	2,283,369	239,000	-	2,522,369	2,341,354	237,700	-	2,579,054	56,685	2.2%
Dispatch	662,281	36,450	-	698,731	738,855	43,700	-	782,555	83,824	12.0%
Animal control	65,349	9,200	-	74,549	65,955	9,200	-	75,155	606	0.8%
Fire	1,992,679	290,750	-	2,283,429	2,159,320	290,750	-	2,450,070	166,641	7.3%
Emergency Management	80,195	10,000	-	90,195	85,680	10,000	-	95,680	5,485	6.1%
Public Safety Building	-	202,500	-	202,500	-	207,500	-	207,500	5,000	2.5%
Subtotal Public Safety	5,083,873	787,900	-	5,871,773	5,391,164	798,850	-	6,190,014	67,815	1.2%
DPW Administration	196,158	12,150	-	208,308	200,636	10,550	-	211,186	2,878	1.4%
DPW Engineering	174,950	177,050	-	352,000	171,191	168,710	-	339,901	(12,099)	-3.4%
DPW Highway	557,869	893,950	-	1,451,819	576,286	865,950	-	1,442,236	(9,583)	-0.7%
DPW Equipment Repair	205,837	18,411	50,400	173,848	205,812	18,300	50,400	173,712	(136)	-0.1%
DPW Building and Grounds	490,679	416,850	28,840	878,689	486,325	409,150	28,840	866,635	(12,054)	-1.4%
DPW Garage	-	66,500	-	66,500	-	84,900	-	84,900	18,400	27.7%
Subtotal Public Works	1,625,493	1,584,911	79,240	3,131,164	1,640,250	1,557,560	79,240	3,118,570	191,707	6.1%
Veterans Benefits	20,361	70,600	-	90,961	20,560	65,600	-	86,160	(4,801)	-5.3%
Senior Center	264,651	30,650	-	295,301	267,940	30,650	-	298,590	3,289	1.1%
Subtotal Human Services	285,012	101,250	-	386,262	288,500	96,250	-	384,750	17,158	4.4%
Library	672,344	255,926	-	928,270	678,970	251,529	-	930,499	2,229	0.2%
Historical Commission	-	3,500	-	3,500	-	3,500	-	3,500	-	0.0%
Subtotal Culture	672,344	259,426	-	931,770	678,970	255,029	-	933,999	2,229	0.2%
TOTAL MUNICIPAL:	9,475,676	10,725,142	305,175	19,895,643	9,899,129	11,276,901	305,175	20,870,855	975,212	4.9%
Total minus Insurance, Retirement and Debt				12,908,709				13,149,143	240,434	1.9%
EDUCATION:										
Minumum Required Contribution		20,061,939		20,061,939		20,663,798		20,663,798	601,859	3.0%
Voluntary Contribution		8,142,799		8,142,799		8,387,083		8,387,083	244,284	3.0%
Transportation		2,290,978		2,290,978		2,387,278		2,387,278	96,300	4.2%
Debt		1,123,664		1,123,664		1,123,664		1,123,664	-	0.0%
Subtotal WRSD		31,619,380		31,619,380		32,561,823		32,561,823	942,443	3.0%
Montachusett Reg. Voc. Tech		930,226		930,226		958,133		958,133	27,907	3.0%
Out of District		54,000		54,000		58,834		58,834	4,834	9.0%
TOTAL EDUCATION:		32,603,606		32,603,606		33,578,790		33,578,790	975,184	3.0%
Total minus Insurance, Retirement and Debt				12,908,709				13,149,143	240,434	1.9%
Capital				1,127,208				893,000	(234,208)	-20.8%
TOTAL OPERATING AND CAPITAL W/O FIXED COSTS:				14,035,917				14,042,143	6,226	0.0%

BUDGET SUMMARY

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Request FY 2022	Manager FY 2022
General Government	5,364,205	5,703,961	5,779,559	6,789,732	4,271,122	7,193,313	7,189,458
Public Safety	4,790,137	4,813,247	5,039,919	5,867,873	2,673,082	6,190,014	6,190,014
Public Works	2,830,249	2,909,358	3,005,899	3,210,404	1,207,118	3,198,838	3,197,810
Human Services	327,313	338,259	338,948	386,262	155,249	384,750	384,750
Culture	857,572	874,880	796,016	931,770	430,320	940,499	933,999
TOTAL MUNICIPAL	14,169,475	14,639,705	14,960,341	17,186,041	8,736,891	17,907,413	17,896,030
TOTAL DEBT	5,602,356	5,446,315	5,398,764	3,010,877	1,469,961	3,280,000	3,280,000
TOTAL EDUCATION	26,978,664	28,920,423	30,719,769	32,630,373	15,392,436	33,577,985	33,577,985
TOTAL MUNICIPAL, DEBT AND EDUCATION	46,750,495	49,006,443	51,078,874	52,827,291	25,599,288	54,765,399	54,754,016
OTHER FUNDS							
Water/Sewer Enterprise Fund	7,200,814	7,721,696	7,788,332	8,388,419	3,646,833	8,361,812	8,361,812
Solid Waste Enterprise Fund	1,218,213	1,241,365	1,288,726	1,363,154	61,161	1,410,273	1,410,273
Inspection Revolving Fund	227,856	227,955	195,112	244,795	133,773	282,183	282,183
Cable Revolving Fund	253,566	237,169	231,531	349,804	98,554	357,948	357,948
Recreation Revolving Fund	358,450	402,691	452,634	949,779	251,905	448,998	448,998
Before/After School Revolving Fund	323,565	357,426	312,007	384,194	53,748	342,807	342,807
TOTAL OTHER FUNDS	9,582,464	10,188,302	10,268,342	11,680,145	4,245,974	11,204,021	11,204,021
	Balance FY 2018	Balance FY 2019	Balance FY 2020	Balance FY 2021	December YTD	Balance FY 2022	Balance FY 2022
General Stabilization Fund	3,377,731	4,048,042	4,458,311	4,430,167	4,430,167	4,630,167	4,630,167
Water/Sewer Stabilization Fund	181,971	190,211	194,807	197,568	197,568	197,568	197,568
Fire Vehicle Stabilization Fund	261,531	403,701	517,608	309,387	309,387	409,387	409,387
Open Space Stabilization Fund	101,543	209,612	266,753	167,717	167,717	217,717	217,717
Dispatch Stabilization Fund	21,220	40,806	66,789	67,735	67,735	67,735	67,735
DPW Depreciation Fund	279,774	395,915	560,686	671,903	671,903	771,903	771,903
Infrastructure Investment Fund	562	0	0	0	0	0	0
Other Post Employment Benefits TF	2,881,266	3,618,252	4,349,496	5,662,842	5,662,842	6,293,809	6,293,809
STABILIZATION BALANCES	7,105,598	8,906,539	10,414,450	11,507,319	11,507,319	12,588,286	12,588,286

TOWN OF HOLDEN

FY 2022 BUDGET

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Request FY 2022	Manager FY 2022
GENERAL GOVERNMENT							
Moderator	100	100	100	165	0	165	165
Finance Committee	1,150	1,017	65,527	151,786	245	151,786	151,786
Selectmen	24,458	18,058	19,076	35,250	3,499	40,250	40,250
Town Manager/Personnel	517,911	620,307	398,782	597,806	195,136	510,187	510,187
Information Technology	381,204	390,167	430,155	420,545	255,211	419,316	418,316
Finance							
Accounting	172,017	197,233	208,728	243,267	84,540	242,136	242,136
Treasurer/Collector	269,629	286,971	287,327	311,278	126,649	296,461	296,211
Assessors	186,235	182,242	182,242	228,027	108,926	286,187	286,187
Legal	192,764	169,831	189,329	180,000	138,946	190,000	190,000
Town Clerk	186,961	221,934	221,828	260,432	137,287	260,129	257,524
Non-Departmental							
Insurance	1,763,219	1,809,641	1,884,943	2,191,057	1,275,115	2,399,507	2,399,507
Retirement	1,381,561	1,528,348	1,596,914	1,785,000	1,782,201	2,042,205	2,042,205
Planning and Development	281,821	271,913	289,542	379,419	160,892	348,984	348,984
Sealers	5,175	6,200	5,066	5,700	2,475	6,000	6,000
TOTAL	5,364,205	5,703,961	5,779,559	6,789,732	4,271,122	7,193,313	7,189,458
TOTAL DEBT SERVICE	5,602,356	5,446,315	5,398,764	3,010,877	1,469,961	3,280,000	3,280,000

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.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Moderator	FUNCTION Moderator	FUNCTION CODE 01-114
DEPARTMENT HEAD Joseph Sullivan	PREPARED BY	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Object Description	Request FY 2022	Manager FY 2022
100	100	100	100	0	5120 Moderator (Stipend)	100	100
100	100	100	100	0	*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	0	5731 Association Dues	15	15
0	0	0	50	0	5733 Expense of Meetings	50	50
0	0	0	65	0	*Total Expense*	65	65
100	100	100	165	0	*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 budget, appropriations, borrowings 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.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Finance Committee	FUNCTION Finance Committee	FUNCTION CODE 01-131
DEPARTMENT HEAD Paul Challenger, Chairman	PREPARED BY	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Object Description	Request FY 2022	Manager FY 2022
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	0	50	0	5343 Postage	50	50
0	0	282	100	0	5421 Office Supplies	100	100
245	245	245	236	245	5731 Association Dues	236	236
905	772	0	1,400	0	5733 Expense of Meetings	1,400	1,400
0	0	65,000	150,000	0	5781 Reserve Fund	150,000	150,000
1,150	1,017	65,527	151,786	245	*Total Expense*	151,786	151,786
1,150	1,017	65,527	151,786	245	*Total Budget*	151,786	151,786

**\$65,000 represents the amount of the reserve fund USED in FY20

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 the annual budget; setting the Annual Town Meeting warrant; 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 other events throughout the year. This funding is consolidated into one line "Community Events" and includes supplemental funding for the annual Bandstand concerts, Agricultural Commission events and for Holden Days.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Robert Lavigne, Chairman	PREPARED BY	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
5,150	5,150	5,150	5,150	2,575	5120	Selectmen (Stipend)	5,150	5,150
1,699	1,304	1,537	2,100	424	5122	Selectmen Clerical	2,100	2,100
6,849	6,454	6,687	7,250	2,999		*Total Salary & Wages*	7,250	7,250
0	0	0	0	0		# Personnel F/T	0	0
6	6	6	6	6		# Personnel P/T	6	6
363	258	543	400	0	5301	Advertising	400	400
0	0	0	300	0	5343	Postage	300	300
390	25	0	800	0	5421	Office Supplies	800	800
1,000	1,000	1,000	1,000	500	5710	Car Allowance	1,000	1,000
3,070	3,147	3,226	3,200	0	5731	Association Dues	3,200	3,200
3,418	1,218	3,288	3,800	0	5733	Expense of Meetings	3,800	3,800
2,615	3,141	0	3,500	0	5780	Employee Appreciation	3,500	3,500
6,753	2,815	4,332	15,000	0	5793	Parades, Events, Concerts	20,000	20,000
17,609	11,604	12,389	28,000	500		*Total Expenses*	33,000	33,000
24,458	18,058	19,076	35,250	3,499		*Total Budget*	40,250	40,250

TOWN MANAGER

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

The Manager and his office staff provide significant administrative support to the Board of Selectmen in the areas of agenda preparation 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 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 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.

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 and signs all contracts. Compliance with the public bidding laws is required and monitored.

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, 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.

The Office prepares job notices, advertisements for new positions, full-time and part-time, promotional notices, open notices for vacancies which occur during the year, etc.

TOWN MANAGER

The office processes approximately 1,400 Request for Leave forms each year 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 development for new employees, and supports 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 the potential payoff of benefits to qualifying employees who retire or leave town service and are owed leave time.

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.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Town Manager	FUNCTION Town Manager	FUNCTION CODE 01-123
DEPARTMENT HEAD Peter Lukes	PREPARED BY Peter Lukes	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
352,326	404,909	384,706	472,331	187,146	Salary & Wages	488,937	488,937
165,585	215,398	14,076	125,475	7,990	Operating Expense	21,250	21,250
517,911	620,307	398,782	597,806	195,136	*Total Budget*	510,187	510,187
14,000	14,000	14,000	14,000	8,500	Indirects Included:		
8,000	8,000	8,500	8,500	4,250	HMLD Indirect Charge	14,000	14,000
22,000	22,000	22,500	22,500	12,750	Water Sewer Enterprise Fund	8,500	8,500
					Indirects	22,500	22,500

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
148,972	156,871	160,618	170,132	80,080	5110	Town Manager	172,364	172,364
71,305	83,171	54,481	58,498	28,298	5111	Administrative Assistant	61,446	61,446
51,514	50,188	54,605	58,365	28,298	5112	Clerical TM/Personnel	61,307	61,307
40,836	85,612	90,816	97,277	46,781	5113	Asst. Town Manager	100,200	100,200
5,625	6,283	6,419	11,059	3,689	5143	Town Manager Deferred Comp	8,620	8,620
0	0	0	42,000	0	5150	Wage Adjustment	50,000	50,000
		0	5,000	0	5151	OPEB Contribution Reimbursement	5,000	5,000
34,074	22,784	17,767	30,000	0	5152	Accrued Benefit Buy Out	30,000	30,000
352,326	404,909	384,706	472,331	187,146		*Total Salary & Wages*	488,937	488,937
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
3,103	3,355	3,097	2,625	1,548	5242	Equipment Maintenance	1,000	1,000
275	0	225	1,000	0	5301	Advertising	1,000	1,000
1,015	1,041	1,891	1,600	1,110	5306	Drug/Alcohol Testing	1,600	1,600
		0	800	77	5307	Mandatory Onboarding HR Charges	800	800
1,246	1,230	1,037	1,250	415	5340	Cell Phone Expense	1,250	1,250
625	204	0	700	0	5343	Postage	700	700
829	953	941	1,200	376	5410	Petro	1,200	1,200
2,322	2,148	2,660	5,000	721	5421	Office Supplies	2,500	2,500
3,213	2,388	1,922	3,000	0	5422	Printing	3,000	3,000
35	0	4	500	242	5480	Vehicle Maintenance	500	500
2,595	2,726	0	2,000	0	5510	Training	2,800	2,800
521	841	0	800	0	5711	Mileage	900	900
380	483	275	1,900	3,501	5731	Association Dues	900	900
46	0	0	100	0	5732	Subscriptions	100	100
1,486	3,329	2,024	3,000	0	5733	Expense of Meetings	3,000	3,000
147,894	0	0	0	0	5734	Growth and Population Study	0	0
0	46,700	0	0	0	5736	Eagle Lake	0	0
0	150,000	0	0	0	5737	Capital Asset Study	0	0
0	0	0	35,000	0	5738	Playing Fields Study	0	0
0	0	0	65,000	0	5739	Building Study Starbard & Town Hall	0	0
165,585	215,398	14,076	125,475	7,990		*Total Expenses*	21,250	21,250
517,911	620,307	398,782	597,806	195,136		*Total Budget*	510,187	510,187

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 is going to be more strongly emphasized going forward.

The IT staff oversees the efficient running, maintenance and updates to the Town IT infrastructure and telephone support including IT capabilities for real estate taxes, assessors database, police dispatch and permitting, for proficient and user friendly services.

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.
3. **INTERNET/WEB SITE** – The Internet has become an essential part of all town operations. Included are various costs associated with connecting to the Internet such as hardware, software, and maintenance support contracts and fees. The Town relies on the Internet for our email communications, online banking, online parcel database, our own Web site and Facebook, and to connect with other agencies such as the Department of Revenue, insurance companies, banks, vendors, and contractors. Public Safety has become much more dependent on the Internet, as well as all communications with the Commonwealth of Massachusetts. The Town regularly maintains a robust web presence for both staff as well as residents.
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 Continuity of Operations Plan (COOP) cost centers.

INFORMATION TECHNOLOGY

5. SPECIAL PROJECTS

Server/Storage Infrastructure update: The IT Department is approaching it's final year leasing Simplivity, our new infrastructure where we combined all of our servers and storage into one. Supporting this environment has been less costly and allows the town to restore data quickly. We have a significant amount of storage capability left and will need to decide if we should extend our lease or start to move to the cloud in FY 2023.

The IT team has re-inventoried all of the Town's technological equipment to see what needs replacing and where we need to designate funding for future purchases. We have upgraded or replaced many PC's and servers. The Town has been fortunate in obtaining technology through state grants in order to work remotely and conduct remote trainings due to Covid-19 precautions.

Fiber Network IT Grant update: The Town has put a lot of effort into planning out and installing necessary high speed fiber networks between town buildings. The Holden Light Department has donated their man hours for installation of the fiber and have helped to push this project out in a timely fashion. A section of this fiber was necessary in connecting Paxton dispatch to Holden's regional dispatching center. Splicing is still underway, but it is almost a finished project, helping to keep Holden ahead of the technology curve.

This year there are no capital requests due to a solid technological environment. As previously noted above, we will have to make some decisions whether to stay in our current environment or make some changes in FY 2023.

DEPARTMENT Town Manager	FUNCTION Information Technology	FUNCTION CODE 01-155
DEPARTMENT HEAD Peter Lukes	PREPARED BY Peter Lukes	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
237,258	247,166	254,041	265,018	129,969	Salary & Wages	267,669	267,669
143,946	143,001	176,114	155,527	125,242	Operating Expense	151,647	150,647
381,204	390,167	430,155	420,545	255,211	*Total Budget*	419,316	418,316
80,000	80,000	87,000	87,000	43,500	Indirects Included:		
15,000	15,000	16,000	16,000	8,000	HMLD charge	87,000	87,000
9,000	9,000	9,000	9,000	4,500	Water Sewer Enterprise F	16,000	16,000
104,000	104,000	112,000	112,000	56,000	Inspections	9,000	9,000
					Indirects	112,000	112,000

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
83,958	86,296	88,022	90,664	44,463	5111	System Administrator	91,571	91,571
81,034	83,598	84,637	87,177	42,753	5113	Network Administrator	88,049	88,049
72,266	77,272	81,382	87,177	42,753	5119	Business Analyst	88,049	88,049
237,258	247,166	254,041	265,018	129,969		*Total Salary & Wages*	267,669	267,669

3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0

16,859	39,900	4,098	6,767	3,055	5242	Hardware Equip Maint	1,875	1,875
69,129	56,815	59,491	53,271	52,524	5243	Software Support	56,000	56,000
8,114	7,404	22,635	8,005	7,002	5244	Telephone Support	7,005	7,005
197	0	5,000	0	0	5311	Software Purchase	0	0
2,012	2,145	1,586	2,100	641	5340	Cell Phone	2,100	2,100
12	0	0	100	0	5343	Postage	100	100
341	163	44	300	21	5421	Office Supplies	300	300
0	0	0	1,200	0	5510	Training/Tech Support	2,500	1,500
1,950	1,950	1,950	1,950	975	5710	Car Allowance	1,950	1,950
100	100	0	100	0	5731	Association Dues	100	100
0	0	0	150	0	5733	Expense of Meetings	150	150
45,232	34,524	50,610	42,455	21,895	5783	License/Internet Access Fee	40,438	40,438
0		30,700	39,129	39,129	5794	Hardware Equip Lease	39,129	39,129
143,946	143,001	176,114	155,527	125,242		*Total Expenses*	151,647	150,647
381,204	390,167	430,155	420,545	255,211		*Total Budget*	419,316	418,316

ACCOUNTING BUDGET

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** – Create and maintain the budget profile, assist departments with development of their expense budgets, and develop revenue estimates including calculations for indirect costs and annual assessments for the towns that participate in the Wachusett Regional Dispatch Center. Record and maintain department budgets, warrant articles, state assessments, appropriations, budget transfers, capital projects and borrowings.

3. CAPITAL PROJECTS –

- a. **18 Industrial Drive/DPW Building** – While additional state reporting is not required for this project, there will continue to be an increase in contracts, purchase orders and payments that will be tracked and processed through the accounting office.
- b. **Regional Dispatch** – Paxton was integrated into the regional center as of 6/30/20. There continues to be a significant number of contracts, purchase orders, and invoices being prepared and/or reviewed as the project is still not complete even though the center is operational. Managing the Development grant for this project, tracking expenses, requesting reimbursements from the state and quarterly reporting continue to be handled in the accounting office. This office is also responsible for submitting monthly reimbursement requests for employee salaries to the State under the Support and Incentive grant.

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.

FY2022 Budget:

Salaries/Wages: There have been some personnel changes in the Accounting office and as a result I have re-organized the duties in the department. The Assistant Accountant position was budgeted to increase to 35 hour per week and the part-time accounts payable clerk was to be increased to 30 hours per week as of 7/1/20. Due to the resignation of the Assistant Accountant and the increasing demands in the office, it was decided that both positions should be the full 35 hours per week. This will allow greater cross training in the office and a more equitable distribution of duties. The part-time accounts payable clerk was promoted to the Assistant Accountant Position in May and a new full time accounts payable clerk was hired in January 2021.

Expenses: Overall, the amount requested for expenses decreased slightly in FY22 compared to FY21 due to line 5242 equipment maintenance. In FY21 we replaced two computers (at an amount less than was estimated) and in FY22 I am requesting funds for a new laser jet printer for the office. This is the only printer for the Accounting office and is used for all our printing, including a/p check printing and MUNIS reports. The current printer is at least fifteen years old and we are experiencing print quality issues. There is also a small amount (\$500) to replace a small copier scanner in the office. This is used for scanning/copying smaller documents to department or vendors.

TOWN OF HOLDEN

FY 2022 BUDGET

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
145,760	171,396	180,591	209,867	81,185	Salary & Wages	208,936	208,936
26,257	25,837	28,137	33,400	3,355	Operating Expense	33,200	33,200
172,017	197,233	208,728	243,267	84,540	*Total Budget*	242,136	242,136
10,000	12,000	12,000	12,000	3,000	Indirects Included:		
1,300	1,300	1,350	1,350	675	HMLD charge	12,000	12,000
1,900	1,900	1,960	1,960	980	Recreation	1,350	1,350
1,200	1,200	1,300	1,300	650	Before/After School	1,960	1,960
8,500	8,500	10,000	10,000	5,000	Cable Revolving	1,300	1,300
3,000	3,000	3,200	3,200	1,600	Water Sewer Enterprise Fund	10,000	10,000
0	0	1,200	1,200	600	Solid Waste	3,200	3,200
25,900	27,900	31,010	31,010	12,505	Inspections	1,200	1,200
					Indirects:	31,010	31,010

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
98,395	105,542	110,918	114,246	56,029	5111	Town Accountant	115,389	115,389
47,365	65,854	69,673	95,621	25,156	5112	Clerical	93,547	93,547
145,760	171,396	180,591	209,867	81,185		*Total Salary & Wages*	208,936	208,936
2	2	2	3	3		# Personnel F/T	3	3
0	0	1	0	0		# Personnel P/T	0	0
0	0	0	3,200	1,736	5242	Equipment Maint (IT)	3,000	3,000
23,000	23,000	25,000	26,000	0	5300	Audit	26,000	26,000
150	0	130	200		5343	Postage	200	200
1,165	920	1,888	1,300	295	5421	Office Supplies	1,300	1,300
185	125	125	200	125	5731	Association Dues	200	200
1,757	1,792	994	2,500	1,199	5733	Training/Education	2,500	2,500
26,257	25,837	28,137	33,400	3,355		*Total Expense*	33,200	33,200
172,017	197,233	208,728	243,267	84,540		*Total Budget*	242,136	242,136

TREASURER/COLLECTOR BUDGET

The fiscal year 2022 expense budget for the Treasurer/Collectors Office increased slightly for an anticipated laser printer equipment replacement as the current office printer is at least 15 years old. The cost for the biennially required GASB study for Other Post Employment Benefits (OPEB) will be scheduled for FY 2023 as it is due to be completed in FY 2021. The Salary & Wages Budget for FY 2022 is lower as the clerical staff has been reorganized and the collective rate has been decreased.

The Treasurer/Collectors 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, daily and 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 OPEB account transfers and investment.

The Treasurer/Collectors Office is responsible for the billing and collection of Real Estate, Personal Property and Motor Vehicle Excise taxes as well as the collection of utility payments for the Water/Sewer, Light, and Solid Waste Departments. These receipts are proved daily, weekly, monthly and annually.

The Treasurer/Collectors 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 health insurance, dental insurance and life 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. Additional reporting is now mandatory for the Affordable Care Act (ACA).

The Treasurer/Collectors Office also processes 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. 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.

In order to retain certification as Treasurer/Collector, attendance at various schools, conferences, seminars and meetings is required.

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
215,302	224,620	231,695	239,878	119,361	Salary & Wages	232,561	232,561
54,327	62,351	55,632	71,400	7,288	Operating Expense	63,900	63,650
269,629	286,971	287,327	311,278	126,649	*Total Budget*	296,461	296,211
					Indirects Included:		
2,000	20,000	20,000	20,000	10,000	HMLD charge	20,000	20,000
13,500	13,500	14,500	14,500	7,250	Water/Sewer Reimburse	14,500	14,500
5,800	5,800	5,975	5,975	2,988	Recreation Reimburse	5,975	5,975
8,000	8,000	8,250	8,250	4,125	Before/After School	8,250	8,250
1,200	1,200	1,300	1,300	650	Cable Revolving	1,300	1,300
9,000	9,000	9,200	9,200	4,600	Solid Waste	9,200	9,200
0	0	1,200	1,200	600	Inspections	1,200	1,200
39,500	57,500	60,425	60,425		Indirect Costs	60,425	60,425

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
95,144	98,790	98,891	99,209	53,215	5111	Treasurer/Collector	100,200	100,200
119,716	125,684	132,447	139,669	65,916	5112	Clerical	131,361	131,361
442	146	357	1,000	230	5132	Overtime	1,000	1,000
215,302	224,620	231,695	239,878	119,361		*Total Salary & Wages*	232,561	232,561
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
500	878	1,440	1,500	378	5242	Equipment Maintenance	4,000	4,000
3,366	2,721	3,700	3,000	0	5301	Tax Title/Advertising	3,000	3,000
3,173	6,381	5,215	8,500	435	5305	Tax Foreclosure	8,500	8,500
22,312	23,782	24,449	25,000	2,435	5343	Postage	25,000	25,000
3,285	3,486	3,154	4,000	872	5421	Office Supplies	4,000	4,000
9,160	7,170	7,334	7,500	423	5580	Billing Expense	7,500	7,500
1,500	1,500	1,500	1,500	750	5710	Car Allowance	1,500	1,500
125	240	225	400	325	5731	Association Dues	400	400
73	373	568	1,000	0	5733	Training/Education	1,000	750
10,833	8,320	8,047	9,000	1,670	5784	Bank Charges	9,000	9,000
0	7,500	0	10,000	0	5785	OPEB Study	0	0
54,327	62,351	55,632	71,400	7,288		*Total Expense*	63,900	63,650
269,629	286,971	287,327	311,278	126,649		*Total Budget*	296,461	296,211

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 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 five 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. Fiscal Year 22 is a re-certification year for the Town. The increased revaluation cost is necessary to comply fully with the requirements of the Department of Revenue utilizing our vendors for Residential, Commercial and Industrial Real Estate and business Personal Property as stated in the Directives from the Division of Local Services following the re-certification in Fiscal Year 2017.

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.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Assessors	FUNCTION Assessment/Taxation	FUNCTION CODE 01-141
DEPARTMENT HEAD Rosemary Scully	PREPARED BY Rosemary Scully	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
88,656	95,108	95,108	99,209	48,654	5110	Principal Assessor	100,200	100,200
63,119	55,777	55,777	64,598	30,306	5112	Clerical	67,017	67,017
5,455	5,570	5,570	18,720	3,450	5119	Data Collector PT	18,720	18,720
3,200	1,733	1,733	3,200	800	5120	Board of Assessors (stipend)	3,200	3,200
3,000	3,000	3,000	0	0	5126	Mapper (stipend)	0	0
163,430	161,188	161,188	185,727	83,210		*Total Salary & Wages*	189,137	189,137
2	2	2	2	2		# Personnel F/T	2	2
6	6	6	5	5		# Personnel P/T	5	5

111	18	18	13,200	12,164	5242	Equipment Maintenance	13,950	13,950
289	292	292	350	122	5340	Cell Phone	350	350
2,200	2,200	2,200	2,200	0	5343	Postage	2,200	2,200
1,365	1,295	1,295	2,000	23	5421	Office Supplies	2,000	2,000
901	151	151	1,000	0	5422	Printing	1,000	1,000
2,260	1,789	1,789	3,500	367	5510	Personnel Training	3,500	3,500
2,850	2,823	2,823	3,000	717	5711	Mileage Reimbursement	3,000	3,000
162	159	159	500	50	5731	Association Dues	500	500
46	163	163	200	0	5732	Subscriptions	200	200
734	202	202	850	154	5784	Deeds/Abstracts	850	850
11,000	11,600	11,600	15,000	11,960	5791	Revaluation	69,000	69,000
887	362	362	500	159	5794	Office Equipment	500	500
22,805	21,054	21,054	42,300	25,716		*Total Expense*	97,050	97,050
186,235	182,242	182,242	228,027	108,926		*Total Budget*	286,187	286,187

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.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Legal	FUNCTION Legal Services	FUNCTION CODE 01-1512
DEPARTMENT HEAD Peter Lukes	PREPARED BY Peter Lukes	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
106,143	112,730	90,141	110,000	103,794	5300	Town Counsel	110,000	110,000
63,831	34,500	81,949	40,000	17,175	5302	Collective Bargaining	50,000	50,000
22,790	22,601	17,239	30,000	17,977	5301	Labor Relations	30,000	30,000
192,764	169,831	189,329	180,000	138,946		*Total Expense*	190,000	190,000
192,764	169,831	189,329	180,000	138,946		*Total Budget*	190,000	190,000

TOWN CLERK

The Clerk's bottom line is nearly the same as last year's budget. There are fewer elections scheduled for 2021 and the beginning of 2022. Therefore, payroll for the Election Workers was reduced by ten thousand. There were some slight increases for the remaining line items. To put 2020 into perspective, the Clerk's office mailed 4,582 ballots for the September Primary and 6,188 ballots for the Presidential Election. The office managed four weeks of early voting throughout the year. New election workers were brought in and trained on the job. A large group of workers were needed to physically handle the data entry of applications, the printing of mailing labels, the assembly of ballots for mailing, affixing postage and delivery to the post office. And then we received them back in the office via the mail or by the Town Clerk's new drop box. The Clerk's office used available funds in our budget to cover these unexpected new expenses. Some election line items and postage were over spent because of it and some line items like education were barely touched. It's evident from the popularity of early voting and vote by mail that it's here to stay. The FY23 budget will increase significantly due to a State Primary, State Election and weeks of early voting leading up to Election Day as more election workers will be needed.

At this time there are no requests for capital expenses.

The Town Clerks position is spelled out in 73 chapters and 451 sections of the Massachusetts General Laws, and Town By-Laws of semi-official duties, official duties and responsibilities with customs and practices which evolved over the years and can vary from Town to Town. An unofficial but very vital function of the Town Clerk is acting as a source of information. To act as an aid or assistant in regard to almost every aspect of Town affairs. This is due to the natural tendency of citizens to seek out the Town Clerk as a resource.

Some of the responsibilities of the Town Clerk's Office are listed below:

1. Process Birth, Marriage and Death Records
2. Run Local, State, Federal Elections and Early Voting
3. Coordinate the assembly and distribution of the Annual Town Census
4. Maintain the Voter Registration Information System
5. Register Voters and Pre-Registrants
6. Issue local licenses: Doing Business As, dog, raffle, bazar, liquor, underground storage tanks and victualler licenses
7. Records Access Officer
8. Resource for compliance with Open Meeting Law, public records retention and records management
9. Post all agendas and minutes for over 30 Boards and Committees

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Town Clerk	FUNCTION Town Clerk	FUNCTION CODE 01-161
DEPARTMENT HEAD Jeanne Hudson	PREPARED BY Jeanne Hudson	

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
73,511	78,875	77,509	83,029	39,521	5110	Town Clerk	87,214	87,214
84,780	90,088	95,561	97,600	49,220	5112	Clerical	105,028	105,028
1,150	1,150	1,150	1,150	575	5125	Registrar/Census Coll.	1,150	1,150
5,441	24,542	15,554	32,815	33,185	5126	Election/Tn Mtg Pers.	22,180	22,180
571	1,126	959	1,820	2,409	5132	Overtime	1,100	1,100
165,453	195,781	190,733	216,414	124,910		*Total Salary & Wages*	216,672	216,672
3	3	3	3	3		# Personnel F/T	3	3
68	68	57	57	57		# Personnel P/T	57	57
737	587	627	2,350	1,595	5242	Equipment Maintenance	2,350	2,350
2,631	970	2,355	2,690	0	5311	Record Preservation	2,690	2,690
289	292	497	400	207	5340	Cell Phone	500	500
2,200	2,330	2,300	2,668	2,255	5343	Postage	2,802	2,802
3,772	2,661	3,948	4,000	2,296	5421	Office Supplies	4,000	4,000
2,647	8,667	11,440	18,000	4,807	5582	Election/TnMtg Expenses	14,200	14,200
7,421	8,808	8,575	9,500	0	5583	Census	9,800	9,800
221	239	138	400	68	5711	Mileage Reimbursement	550	400
470	470	490	600	589	5731	Association Dues	700	700
101	98	103	110	60	5732	Subscriptions	110	110
1,019	1,031	622	3,300	500	5733	Education	5,755	3,300
21,508	26,153	31,095	44,018	12,377		*Total Expense*	43,457	40,852
186,961	221,934	221,828	260,432	137,287		*Total Budget*	260,129	257,524

INSURANCE BUDGET

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

The Town will continue to offer Fallon Health for the upcoming fiscal year 2022. 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 a Preferred Provider plan with a 50/50 cost sharing. Holden retirees eligible for Medicare are required to enroll in Medicare supplemental plans. In addition to the Fallon Medicare Plans, Holden will continue to offer Tufts Medicare Preferred to the Medicare eligible retirees and will pay 74% of the Medicare HMO premiums and 50% of PPO plan.

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

The Town is required to deduct Medicare from all employees hired after March 31, 1986 and must match the 1.45% withheld. The Medicare costs in this budget increase annually as new employees are added and wages increase. 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, Inspections and Cable Revolving Funds to cover the costs for the employees of each particular department.

INSURANCE

- An employee Flexible Spending Account was implemented in FY10. The FY22 budget is level funded at \$7,000.
- The premium cost for the Property & Liability Insurance is allocated across these additional funds: Recreation Programs, Recreation After-School Program, and Cable TV. These amounts will be included in those budgets located elsewhere in this budget booklet, as are the allocations to the Light Department and the Water/Sewer Fund. An estimated 8% increase is included in this budget.

Estimated Insurance Budgets

Department	Health	Life	Medicare	Property & Liability
Light	370,000	1,250	25,000	39,250
Water/Sewer	130,000	350	10,800	19,625
Solid Waste	11,000	15	500	
Inspections	26,000	85	3,000	
Recreation	9,000	0	0	3,925
After School	25,000	76	5,500	1,963
Cable	20,000	38	1,500	981
General Fund	1,870,000	6,000	148,000	220,907
Total	2,461,000	7,814	194,300	286,651

TOWN OF HOLDEN

FY 2022 BUDGET

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Object Description	Request FY 2022	Manager FY 2022
77,484	62,589	62,872	66,017	75,368	5171 Workers Compensation Policy	81,400	81,400
112,246	119,339	125,351	144,000	63,164	5173 Town Medicare	148,000	148,000
5,216	5,366	5,523	6,000	3,286	5174 Life Insurance	6,000	6,000
1,311,073	1,444,011	1,493,750	1,700,000	922,788	5175 Health Insurance	1,870,000	1,870,000
7,594	7,256	8,257	75,000	0	5740 Unemployment Insurance Pay As You Go	65,000	65,000
175,506	99,111	102,219	107,330	120,840	5741 Property/General Liability	130,507	130,507
34,111	32,138	40,242	42,255	41,777	5742 Police Insurance Policy	45,200	45,200
34,111	32,138	40,242	42,255	44,468	5743 Fire Insurance Policy	45,200	45,200
1,120	1,120	920	1,200	920	5744 Official Bonds	1,200	1,200
4,758	6,573	5,567	7,000	2,504	5746 Flexible Spending Account	7,000	7,000
1,763,219	1,809,641	1,884,943	2,191,057	1,275,115	*Total Expense*	2,399,507	2,399,507
1,763,219	1,809,641	1,884,943	2,191,057	1,275,115	*Total Budget*	2,399,507	2,399,507

RETIREMENT BUDGET

The base retirement assessment is paid in part by the Municipal Light Department, the Water/Sewer Department, the Recreation Department (both Programs and Before/After School), the Solid Waste, Inspections, and Cable TV Funds, 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.

The Worcester Regional Retirement Board's Assessment is based on an Actuarial Allocation Method and includes a specific assessment for the Holden Municipal Light Department. The budget request for this Program Description is for the General Fund portion of the assessment which increased 12.5%.

Since FY2010 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 \$46,585.

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$388,621	\$18,075	\$406,696
Water/Sewer	130,932	7,955	138,887
Recreation Programs	26,200		26,200
Recreation After School	24,000		24,000
Solid Waste	8,000		8,000
Inspections	24,000		24,000
Cable TV	20,950		20,950
General Fund	1,995,933	46,272	2,042,205
Total	\$2,618,636	\$72,302	\$2,690,938

TOWN OF HOLDEN

FY 2022 BUDGET

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
1,381,561	1,528,348	1,596,914	1,785,000	1,782,201	5177	Retirement	2,042,205	2,042,205
1,381,561	1,528,348	1,596,914	1,785,000	1,782,201		*Total Expense*	2,042,205	2,042,205
1,381,561	1,528,348	1,596,914	1,785,000	1,782,201		*Total Budget*	2,042,205	2,042,205

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2022. As of June 30, 2020, the total long-term debt outstanding for the Town of Holden was \$32,609,132.37 of which \$9,547,622.56 is considered to be inside the debt limit, and \$23,061,509.81 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. The Town's estimated EQV is \$2,669,892,800 and results in a debt limit of \$133,494,640.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The debt for the Town's three elementary schools was paid in full in Fiscal Year 2020. The Debt Service for the Public Safety Building was refunded during the Fiscal Year 2021 for a savings of over one million dollars over the remaining life of the debt. In addition the first \$9,000,000 of the new DPW facility at 18 Industrial Drive has been borrowed. As the project progresses, the Town may issue additional debt in FY2022.

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 Bond rating remains AA+ by Standard and Poors and AA2 by Moodys. These favorable ratings will help with future debt issues.

DEPARTMENT			FUNCTION			FUNCTION CODE		
Non-Departmental			Debt Service			01-710		
DEPARTMENT HEAD			PREPARED BY					
Sharon A. Lowder			Sharon A. Lowder					
Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Object Description	Manager FY 2022		
							<i>EXEMPT DEBT</i>	
2,557,600	2,548,000	2,550,000	0	0	5921 DE School Building	0	General Funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by approximately \$29,585 from bond/BAN premiums for an estimated net net exclusion for town debt of \$3,096,438	
13,089	18,324	22,872	2,500	521	5920 DE Mt. View BAN	0		
953,375	956,425	957,000	961,000	961,000	5929 DE Public Safety Building	828,440		
211,150	0	0	0	0	5927 DE Pool			
1,651,075	1,258,125	1,220,625	1,183,125	216,563	5932 DE Mt.View Construction Perm	1,145,625		
	351,350	345,200	332,000	66,000	5933 DE Mt.View Construction Perm	322,000		
0	0	0	179,000	179,000	5934 DE Public Works Building BAN	0		
0	0	0	146,250	0	5935 DE Public Works Building Perm	819,356		
0	0	0	14,625	0	5936 DE School Capital Project BAN	10,602		
5,386,289	5,132,224	5,095,697	2,818,500	1,423,084	sub-total			
							<i>NON-EXEMPT DEBT</i>	
3,804	3,804	3,804	0	0	5925 Septic Repair	0		
72,013	72,013	72,013	72,677	39,527	5928 Connection Loan Debt (2)	39,527		
40,800	0	0	0	0	595003 Capital Plan Borrowing FY13	0		
99,450	95,400	91,800	0	0	595002 Capital Plan Borrowing FY15	0		
0	142,874	135,450	119,700	7,350	595005 Capital Plan Borrowing FY18	114,450		
216,067	314,091	303,067	192,377	46,877	sub-total		153,977	
5,602,356	5,446,315	5,398,764	3,010,877	1,469,961	*Total Budget*		3,280,000	

General Funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by approximately \$29,585 from bond/BAN premiums for an estimated net net exclusion for town debt of \$3,096,438

DEPARTMENT OF PLANNING AND DEVELOPMENT

The Department is responsible for the operation of Planning, Conservation, Health, Zoning, Open Space, Affordable Housing, Historic District Commission, and Master Plan Committees. The professional staff provides technical support to these 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 Director. Currently the Planning Board is working to implement many of the recommendations made by the Master Plan Committee regarding Holden's future development.

The Conservation Commission meets monthly and is responsible for the review and monitoring of construction or development activities near wetlands and rivers as regulated by the Wetlands Protection Act, Rivers Protection Act and the local Town of Holden Wetlands Bylaw. On site inspections, plan review, and the monitoring of work and protection measures and controls constitute a bulk of this commission's work. The Commission is also responsible for Forest Manage and involved in Open Space Protection. Due to the increasing complexity of environmental issues associated with the growing pace of development hours of the Conservation Commission Agent were increased in FY 2021.

The Board of Health meets monthly and is charged to protect the health and welfare of Holden's residents. The Town is a member of the Central Massachusetts Regional Public Health Alliance, services are provided within three areas of jurisdiction; public health, food handling and service, and private waste disposal 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 health division is responsible for community planning for infectious diseases and immunization, swimming pool regulations, and tobacco products control and sale. The alliance 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 alliance is responsible for observing soil testing, reviewing design, and inspecting the installation of private septic systems and private water supply wells. Nursing services are also provided to aid in the prevention of the spread of communicable disease. This work is done to insure compliance with the appropriate State regulations.

DEPARTMENT OF PLANNING AND DEVELOPMENT

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 Director 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 Planning and Development staff prepare and organize over 80 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 Open Space, Affordable Housing, and the Master Plan Update 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.

The Planning and Development staff includes the Director who also serves as Town Planner, Building Commissioner/Enforcement Officer, two Senior Clerks, and a Conservation Commission Agent as well as participation in the Central Massachusetts Regional Public Health Alliance. The Building Commissioner and both senior clerks have responsibilities to the Inspections Division and Solid Waste Programs as well as Planning and Development.

Budget Highlights for Fiscal 2021

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, Millbury, Grafton, and West Boylston. The contract was renewed for three years in FY 2019 and is expiring this fiscal year. .
2. The Department continues to expand upon an online filing program, hoping to streamline permitting throughout the Department. The Building Department experienced a very successful transition into the electronic permitting process, which was successfully expanded to include all Board of Health Permitting and Inspections. There is now a line item allocated for the annual funding requirements to sustain this system.
3. The continued growth and environmental constraints experienced throughout the Town have warranted increasing hours for the Conservation Agent, the inspections required to be conducted throughout various phases of construction of the Conservation Commission are increasing. Additional hours will aid in much needed attention to forest stewardship plans, open space conservation, and the open space and recreation plan.
4. Due to the unknown expectations of FY22 level funding of the budget was carried over into FY 22.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT	FUNCTION	FUNCTION CODE
Planning and Development	Building/Board of Health/Planning/Zoning/Conservation/Historic District	
DEPARTMENT HEAD	PREPARED BY	
Pamela A. Harding	Pamela A. Harding	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
69,249	76,109	77,055	79,367	48,654	5110	Director of Planning and Development	80,154	80,154
28,255	29,258	33,855	34,871	0	5111	Code Enforcement Officer	35,220	35,220
33,915	39,691	45,392	46,572	45,525	5112	Clerical	47,027	47,027
1,631	1,157	1,347	4,500	1,096	5122	Clerical Meetings	5,000	5,000
20,578	22,452	24,899	43,059	20,901	5120	Conservation Agent	45,246	45,246
0	0	0	0	0	N	Health Agent	70,337	70,337
153,628	168,667	182,548	208,369	116,176		*Total Salary & Wages*	282,984	282,984
4	4	4	4	5		# Personnel F/T (shared)	6	6
3	2	1	1	0		# Personnel P/T	0	0
10,106	10,102	10,102	11,700	0	5298	Wachusett Recycling Center	11,700	11,700
1,500	1,500	1,500	1,500	1,200	5299	Greenway Task Force	1,500	1,500
2,604	1,299	2,318	2,000	331	5301	Advertising	2,000	2,000
2,001	0	0	2,600	0	5303	Consulting Services	2,600	2,600
23,500	0	1,500	6,500	6,500	5311	Software License/Support	6,500	6,500
1,456	1,230	2,043	2,500	1,082	5340	Cell Phones	2,500	2,500
2,467	2,675	2,745	3,200	500	5343	Postage	3,200	3,200
2,465	2,729	1,467	3,000	598	5421	Office Supplies	3,000	3,000
0	406	491	1,200	147	5500	Health Programs (Stericycle)	1,200	1,200
815	965	825	1,500	65	5509	Train/Educ/Programs	1,500	1,500
0	0	0	1,000	0	5582	Non Capital Equipment	1,000	1,000
2,123	300	240	2,000	51	5711	Mileage Reimbursement	2,000	2,000
4,728	4,846	4,967	5,400	0	5730	CMRPC Dues	5,400	5,400
1,212	1,150	1,101	1,600	1,164	5731	Association Dues	1,600	1,600
46	0	0	0	0	5732	Publications	0	0
0	0	130	300	140	5733	Expense of Meetings	300	300
0	0	0	5,000	0	5734	Open Space and Rec Plan	0	0
0	0	0	40,000	0	5735	Re-Use Analysis Adams Rd	0	0
0	0	0	0	0	5792	Master Plan	0	0
73,020	75,980	77,500	79,050	32,938	5793	Board of Health Regionalization	20,000	20,000
150	64	65	1,000	0	5794	Software Purchase	0	0
128,193	103,246	106,994	171,050	44,716		*Total Expenses*	66,000	66,000
281,821	271,913	289,542	379,419	160,892		*Total Budget*	348,984	348,984

SEALER WEIGHTS & MEASURES

BUDGET HIGHLIGHTS

The former sealer retired and was compensated on an annual basis through a bi-weekly salary incorporating a car allowance professional fees and supply payments. The budget has been changed to one salary line item. The sealer is now paid on a per inspection basis. The salary is based on the fees collected from retailers.

SUMMARY OF FUNCTION

The Sealer of Weights & Measures budget was moved from Public Safety to Planning and Development in FY 2017. The main function of the Sealer of Weights & Measures is consumer protection.

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.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Sealer Weights & Measures	FUNCTION Consumer Protection	FUNCTION CODE 01-177
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela Harding	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
4,000	4,000	4,000	4,000	2,437	5120	Sealer Wghts/Measures	6,000	6,000
4,000	4,000	4,000	4,000	2,437		*Total Salary & Wages*	6,000	6,000
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
495	1,400	400	1,000	0	5582	Supplies	0	0
400	400	400	400	38	5710	Car Allowance	0	0
280	400	266	300	0	5731	Association Dues/Ed	0	0
1,175	2,200	1,066	1,700	38		*Total Expense*	0	0
5,175	6,200	5,066	5,700	2,475		*Total Budget*	6,000	6,000

TOWN OF HOLDEN**FY 2022 BUDGET**

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Request FY 2022	Manager FY 2022
PUBLIC SAFETY							
Police Department	2,100,658	2,155,980	2,240,412	2,522,369	1,159,048	2,579,054	2,579,054
Dispatch	259,480	232,495	337,114	698,731	354,952	782,555	782,555
Animal Control	58,154	69,853	51,096	74,549	24,776	75,155	75,155
Fire Department & EMS	2,072,889	2,109,261	2,144,736	2,279,529	1,033,637	2,450,070	2,450,070
Emergency Management	85,208	81,960	82,994	90,195	38,905	95,680	95,680
Public Safety Building	213,748	163,698	183,567	202,500	61,764	207,500	207,500
TOTAL	4,790,137	4,813,247	5,039,919	5,867,873	2,673,082	6,190,014	6,190,014

POLICE DEPARTMENT**MISSION STATEMENT**

"The officers and employees of the Holden Police Department are committed to being responsive to our community in the delivery of quality police services. Recognizing our responsibility and commitment to maintain order, while affording dignity and respect to every person, our objective is to improve the quality of life through a public partnership which promotes a safe and secure community."

CHIEF OF POLICE

When I took over as Police Chief in January 2020, my first objective was to reorganize the Holden Police Department in the most efficient way possible so that we could provide the highest level of service to the Town of Holden. The Department was broken down into two distinct divisions, the Administrative Division and the Operations Division. Under the umbrella of these two divisions, there are several specialty positions including Detective, Court Officer, Traffic Enforcement Officer, and School Resource Officer which enhance our capability to fulfill our mission. The following is a brief description of each division and the services that they provide.

ADMINISTRATIVE DIVISION

The Administrative Division falls under the command of the Administrative Lieutenant and includes the Department Administrator and Police Secretary. The Animal Control Unit also falls under the command of the Administrative Lieutenant. The Administration Division handles pay roll, record keeping, grant writing, training, recruitment, internal affairs, and employee evaluations. The Division is also responsible for maintaining our State Certification under the Massachusetts Police Accreditation Commission.

OPERATIONS DIVISION

The Operations Division is the largest and most visible element of the Holden Police Department. The Division is responsible for providing round the clock police service to the public as well as any Criminal Investigations that occur within Holden. The Division is commanded by the Operations Lieutenant and is further broken down into two sections, the Patrol Section and Criminal Investigations Section.

The Patrol Section currently consists of four Patrol Sergeants, fifteen full-time police officers supplemented by two part-time officers. Patrol Officers provide initial response to all requests for police service, maintain order, enforce criminal and traffic laws, and protect people and property. Uniformed patrol officers are primarily assigned to three shifts (7am-3pm, 3pm-11pm, and 11pm-7am) and can be observed on foot, marked cruiser, or bikes. All shifts are under the command of a Patrol Sergeant.

The Criminal Investigation Section consists of two plainclothes detectives. The Detectives are responsible for the prevention, detection, and investigation of crime. Some of their other responsibilities include maintaining the evidence room, processing crime

scenes, and coordinating with local, state, and federal partners on criminal matters. Our detectives have received extensive training in criminal investigations and are able to follow up on complex cases which go beyond the initial responding officers. Currently, we have one detective assigned to the day shift and another assigned to a rotating evening shift.

Changes:

In reviewing the FY 22 request, there are relatively few changes from the FY21 budget. Here is a summary of the changes:

Salary and Wages:

5111 Admin Labor- in FY21 the Administrative Lieutenant's salary was split between Dispatch and the Admin Labor line item under Police. This was because the Administrative Lieutenant was in charge of Communications and the salary was split between Police and Dispatch. In FY22, we have hired a new Communications Director due to a grant received from the State. This eliminates the need for the Administrative Lieutenant to supervise Dispatch and 100% of his salary is now reflected in the Admin Labor line item.

5112 Admin Clerical- In previous budgets, line item 5112 reflected the salaries for the part time and full time Secretaries. Line item 5122 was for the Police Department Administrator. We have combined all three positions into one line item 5112 Admin Clerical.

5114 Full-time Police Officers- In previous budgets, police salaries were broken down into several line items. These included 5114 Crime Labor, 5115 Invest Detectives, 5116 Highway Patrolman, and 5121 School Resource Officer. We have combined all those line items into 5114 Full-time Police Officers.

Expenses:

FY22 shows a \$1300.00 decrease in expenses from FY21

Capital Requests:

The Police Department is requesting two police cruisers to replace two older vehicles in our fleet. These vehicles are driven every day and incur a substantial amount of wear and tear in the course of their use. Regular replacement of police vehicles saves money in costly repairs and maintenance.

Cruisers (2)	CASH	\$110,000
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TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Police	FUNCTION Police	FUNCTION CODE 01-210
DEPARTMENT HEAD Timothy Sherblom	PREPARED BY Timothy Sherblom	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
123,626	131,749	153,135	112,042	53,947	5110	Chief of Police	117,691	117,691
0	6,350	21,713	46,250	26,943	5111	Admin Labor	103,983	103,983
103,803	106,146	119,888	138,525	57,951	5112	Admin Clerical	132,009	132,009
5,167	1,171	9,140	10,000	971	5113	Community Policing	10,000	10,000
1,354,002	1,342,679	1,358,239	1,570,843	667,170	5114	Full Time Police Officers	1,580,991	1,580,991
9,060	23,472	17,639	11,000	12,001	5119	Part Time Officers	11,000	11,000
2,044	14,153	3,617	10,000	4,932	5132	Admin Special Details	10,000	10,000
13,576	7,329	4,877	35,750	1,746	5134	Court Overtime	35,000	35,000
24,892	38,673	12,867	40,000	15,013	5135	O T Misc & Training	40,000	40,000
42,226	39,885	74,840	40,000	41,193	5136	Highway OT Det/Invest	40,000	40,000
5,000	5,570	6,000	6,000	6,710	5140	Performance Bonus	6,000	6,000
		24,560	0	61,272	5141	Injured on Duty	0	0
1,075	1,075	0	0	0	5143	Physical Fitness	0	0
22,015	15,000	10,000	32,015	0	5144	Education - Stipend	32,015	32,015
13,788	14,889	17,268	17,000	8,817	5147	Shift & Supervisor Differential	17,000	17,000
7,785	8,239	7,208	8,000	3,338	5148	Holiday Pay	8,000	8,000
182,691	190,464	203,235	205,944	99,527	5160	Education - Quinn	197,665	197,665
1,910,750	1,946,844	2,044,226	2,283,369	1,061,531		*Total Salary & Wages*	2,341,354	2,341,354
25	25	25	27	27		# Personnel F/T	27	27
3	3	3	3	3		# Personnel P/T	3	3

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Budget FY 2020	Manager FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
53,182	53,520	44,459	50,000	34,203	5242	Equipment Maintenance	50,000	50,000
5,983	997	1,165	2,000	0	5244	Radio Maintenance	2,000	2,000
0	503	3,632	3,000	800	5304	Physicals	1,500	1,500
15,932	16,604	15,935	15,000	6,746	5340	Pager/Cell Phone	15,000	15,000
1,503	1,281	1,096	1,500	510	5343	Postage	1,500	1,500
30,134	29,890	26,489	30,000	8,860	5410	Petro Products	30,000	30,000
4,690	7,039	8,606	6,000	5,074	5421	Office Supplies	6,000	6,000
6,873	8,507	2,758	4,000	1,097	5430	Building Maintenance	4,000	4,000
17,944	25,598	12,612	25,000	10,186	5480	Vehicle Maintenance	25,000	25,000
256	429	521	500	0	5490	Prisoner Food	500	500
12,306	21,752	37,163	45,000	9,917	5509	Training & Education	45,000	45,000
429	0	1,646	750	0	5510	Safety Programs	0	0
34,026	33,312	35,962	50,000	18,845	5581	Uniforms	50,000	50,000
2,251	2,315	958	1,000	399	5582	Office Equipment	2,000	2,000
0	4,950	284	1,000	0	5584	Defib Equipment	1,000	1,000
3,561	2,411	2,615	2,500	880	5731	Association Dues	2,500	2,500
0	0	0	0	0	5732	General Laws	0	0
838	28	285	750	0	5733	Expense of Meetings	700	700
0		0	500	0	5787	Lockup Fees	500	500
0		0	500	0	5789	Traffic Signs	500	500
189,908	209,136	196,186	239,000	97,517		*Total Expense*	237,700	237,700
2,100,658	2,155,980	2,240,412	2,522,369	1,159,048		*Total Budget*	2,579,054	2,579,054

DISPATCH**WACHUSETT REGIONAL EMERGENCY COMMUNICATIONS CENTER**

The Wachusett Regional Emergency Communications Center (WRECC) provides emergency communication services to the towns of Holden, Princeton, Paxton, and West Boylston and services a population of almost 36,000 residents. In addition, they provide dispatching services for 23 different town departments including police, fire, EMS, and public works. Unlike other area regional dispatch centers, they also provide dispatching services for four municipal light departments. In 2020, the WRECC answered over 43,000 calls for service. Besides funding that we receive from our member communities, we continue to receive extensive grants from State 911.

Current staffing levels for the WRECC include a new Director of Communications and eleven full-time dispatchers which are supplemented by four part-time dispatchers. Training for dispatchers is extensive and includes several certifications such as Emergency Medical Dispatching, Next Generation E911, and the Public Safety Tele-communicator Course. After receiving their certificates, new dispatchers are required to go through a field training program to assess their ability to perform the necessary job tasks.

In addition to answering and dispatching calls for service, the WRECC is responsible for disseminating all information received from National, State, and local crime information centers and the Registry of Motor Vehicles. They are required to maintain accurate calls logs and other records used by participating agencies.

In June of 2020, we added our fourth town to the WRECC when we started providing Dispatching services to the Town of Paxton. Despite the fact that we saw an increase in call volume with the addition of Paxton, our Communications staff has still provided the high level of service expected by our member communities.

Changes:

5111 Director-As part of a Development grant that we applied for and received from State 911, we were able to create a new Director of Communications position within the Regional Dispatch Center. The grant covers the majority of the salary for the Director position for the first three years. The fourth year, the grant will cover 50% of the salary and the fifth year, 25%. After that time, the cost will be absorbed by the four member communities.

Capital Requests: No Capital Requests for FY22

DEPARTMENT Police	FUNCTION Dispatch	FUNCTION CODE 01-250
DEPARTMENT HEAD Timothy Sherblom	PREPARED BY Timothy Sherblom	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
0	30,161	40,596	46,250	23,038	5111	Director	85,298	85,298
197,347	143,307	226,402	563,872	241,145	5117	Dispatchers	560,622	560,622
0	0	0	0	0		Request 1 New Dispatcher	45,435	45,435
0	0	0	2,159		5117	Promote 1 to Supervisor	0	0
31,026	34,512	19,052	35,000	24,007	5119	PT Dispatchers	32,500	32,500
13,319	7,771	20,278	15,000	32,138	5135	OT Misc & Training	15,000	15,000
241,692	215,751	306,328	662,281	320,328		*Total Salary & Wages*	738,855	738,855
9	10	11	11	12		# Personnel F/T (with Director)	13	13
9	7	7	5	5		# Personnel P/T (as needed)	5	5
0	4,445	2,323	0	0	5242	Equipment Maintnace	3,000	3,000
10,417	8,663	15,000	20,750	16,657	5243	Software Support (IMC)	20,000	20,000
0	0	0	8,000	8,400	5244	Microwave Service Contract	8,400	8,400
2,937	2,692	3,148	3,500	1,692	5342	Radio Lines	3,500	3,500
498		1,982	1,200	1,677	5421	Office Supplies	2,000	2,000
3,796	304	6,354	2,000	4,448	5509	Training & Education	2,000	2,000
140	640	1,979	1,000	1,750	5581	Uniforms	4,800	4,800
17,788	16,744	30,786	36,450	34,624		*Total Expense*	43,700	43,700
259,480	232,495	337,114	698,731	354,952		*Total Budget*	782,555	782,555
Additional Funding Sources								
235,028	206,851	227,051	251,142	84,872		Revenue from member towns	289,193	289,193
224,227	334,124	334,124	434,660	0		Support & Incentive State Grant	434,660	434,660
			73,252	20,497		Development Grant Director Salary	76,252	76,252
459,255	540,975	561,175	759,054	105,369			800,105	800,105

ANIMAL CONTROL

The Animal Control Unit is comprised of one full-time Animal Control Officer and is supplemented by one part-time ACO. The part-time ACO provides much needed coverage on the weekends and is also available for call-outs after regular working hours. Animal Control Officers provide a valuable service to the town by investigating animal complaints, patrolling the town looking for loose animals, conducting barn inspections, and responding to potentially sick animals which pose a public safety issue to the general public. As the budget reflects, Animal Control responsibilities can be broken down into three main functions licensing, assisting the public, and investigation and enforcement

LICENSING

This provides for the purchase of items necessary for the licensing of dogs, monitoring the licensing process, and taking appropriate enforcement measures against those who fail to license their dogs.

ASSISTANCE

The ACO unit provides assistance to residents by actively patrolling the town looking for lost or stray animals. They spend time at our park and recreation areas educating the public about our town leash laws. They respond to calls involving animals struck by vehicles, requests for information about rabies, and assist with an assortment of other issues pertaining to animals.

INVESTIGATION/ENFORCEMENT

The Animal Control Officer investigates and enforces all state and local laws pertaining to animals. Most often, they educate and occasionally enforce the Town's dog leash law. When they receive a complaint regarding an animal, they will conduct an investigation and when necessary, take proper enforcement actions.

Changes:

Part-time ACO was hired in December 2020

Capital Requests:

No Capital Requests for FY22

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Police Department	FUNCTION Animal Control	FUNCTION CODE 01-292
DEPARTMENT HEAD Timothy Sherblom	PREPARED BY Timothy Sherblom	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
49,462	57,046	39,976	46,166	23,183	5113	Animal Control Officer	50,614	50,614
2,967	6,866	4,115	16,683	0	5114	Part-time ACO	14,341	14,341
599	267	0	0	0	5119	Barn Inspection	0	0
962	283	429	2,500	0	5132	Overtime	1,000	1,000
53,990	64,462	44,520	65,349	23,183		*Total Salary & Wages*	65,955	65,955

1	1	1	1			# Personnel F/T	1	
1	1	1	1			# Personnel P/T	1	

0	0	0	200	0	5244	Radio Maintenance	200	200
595	536	0	900	0	5343	Postage	900	900
1,054	2,272	1,788	3,000	883	5382	Dog Expense	3,000	3,000
648	1,080	1,243	1,500	710	5410	Petro	1,500	1,500
817	201	2,147	1,000	0	5480	Vehicle Maintenance	1,000	1,000
0	0	600	1,000	0	5510	Education	1,000	1,000
1,000	1,181	798	1,000	0	5581	Uniforms	1,000	1,000
0	81	0	500	0	5582	Equipment	500	500
50	40	0	100	0	5731	Association Dues	100	100
4,164	5,391	6,576	9,200	1,593		*Town Expense*	9,200	9,200
58,154	69,853	51,096	74,549	24,776		*Total Budget*	75,155	75,155

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. The department mitigates these 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 Fire 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. Another program we provide is Senior SAFE. In this program, we reach out to Holden's senior citizens and teach fire and life safety techniques through community programs in conjunction with the Senior Center.

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, quarterly inspections of health care facilities, and inspections of commercial buildings. Inspections, permits and code enforcement, along with fire safety education are geared towards increasing the overall safety of the residents of Holden. The State's comprehensive smoke and Carbon Monoxide detector program continues to help save lives and reduce fires across the state.

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. The department hosts a regional Technical Rescue trailer and is a member of the Mid-State Technical rescue team. By doing this Holden has quick access to the capabilities of confined space rescue, trench collapse rescue, building collapse and Dive/swift water rescue. This equipment along with the regional foam trailer and Holden's Hazardous material response trailer put us in a great position to respond to atypical emergencies.

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, and is 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.

Holden Fire has two members on 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. The department has several members who are part of the District 8 Technical Rescue Team. This team responds throughout Central Massachusetts when a specialized response is requested. Types of requests include high angle rescue, structural collapse, trench collapse, confined space rescue and dive alerts among others.

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 52 paid employees which includes fulltime/on-call members, administration staff and recruits. The staff also maintains personnel records for 25 volunteer members including fire auxiliary members, and CERT Team members. The staff also assists in managing aspects of the Fire Explorer Post 2012.

Functions also include handling of accounts payable/receivables and billing. Administrative staff order and procure department supplies, and under the direction of the Fire 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.

Administrative staff is responsible for the grant administration of the many state and federal grants the department receives on an annual basis. This routinely involves maintaining the budget lines, spending reports, equipment purchase inventories and mandated monthly, quarterly and annual reporting to the grant entity.

The Administrative staff works closely with the department's ambulance billing contractor to get as much revenue as possible, typically around one million dollars. Timely and accurate submission of invoices is critical when dealing with the various insurance companies and Mass Health, Medicare and Medicaid. Working with the billing contractor the group brings in around a million dollars a year to the general fund.

EMS OPERATIONS

The Department's Emergency Medical Services division is responsible for providing twenty-four hour, 365 days 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.

EMERGENCY MANAGEMENT

Emergency Management is responsible for planning, coordinating and mitigating all natural and man-made disasters. Emergency Management maintains 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 Superfund Amendments and Reauthorization Act (SARA) which requires continuous monitoring of hazardous materials within the community and the response plans to mitigate spills and/or releases. Additionally, Emergency Management manages the Regional Emergency Planning Committee (REPC), whose main focus, is to develop multi-community response plans to hazardous materials incidents.

Climate change has led to an increase in the natural disasters that are being seen worldwide. Community resilience through emergency planning helps communities recover quicker from such disasters. It is a goal of Emergency Management to make our community better prepared and more resilient to these events through hazard analysis, planning and training.

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. Emergency Management oversees the CERT and works closely with the team members to provide trainings and procure equipment and supplies needed for the team.

Emergency Management Coordinator, Chris Montiverdi, continually works on both town and regional preparedness planning. He works closely with the school district on developing school response plans, assists the Board of Health with Emergency Dispensing Site planning as well as assists the various town departments in developing Continuity Of Operations Plans (COOP) and training. The COOP plans are vital to keep the town running in the event of a major emergency.

FIRE DEPARTMENT/EMERGENCY MANAGEMENT FY 22 BUDGET HIGHLIGHTS

The Fire Department and Emergency Management budgets remain wholly unchanged with the exception of Salary and Wages. In the **Firefighters Full Time (5113)** and **Holiday Pay (5148)** lines, the increase is attributed to the settlement of the union contract with the firefighters. The FY21 budget number for these lines does not reflect the COLA wage increase that was eventually negotiated. The FY22 lines account for the FY21 and FY22 COLA's.

The SAFER grant is set to expire on 2/10/2022. The **SAFER budget lines (5113, 5148)** reflect a 65% town share for those employees until 2/10/2022 and 100% for the final 5 months of the fiscal year. The **SAFER Physical Fitness Stipends (5143)** line is funded at 100% as the payment date is after expiration of the grant. The **Call Firefighters line (5118)** has been further reduced by \$20,000. **Weekend Coverage (5133)** has been reduced by \$2500, and **Overtime (5132)** has been reduced by an additional \$20,000. As per the initial plan when accepting the federal grant, the department has re-allocated a total of \$185,052 from existing lines from FY20-FY22 to offset the cost of the personnel.

The Fire Department 5 year capital plan has been updated for FY22 to limit the number of projects. This will impact the replacement schedule of some front line equipment. The department has requested \$12,000 for the continued replacement of firefighter personal protective equipment. This is an amount that has been able to be reduced from the normal request due to the recent FEMA AFG grant that replaced a number of PPE sets. The department has requested \$28,000 to replace 4" supply line and hydrant appliances. The current hose and appliances are over 20 years old and are non-compliant with current safety standards. The final department request for \$50,000 is for replacement of the extrication tools (Jaws of Life) for Engine 1 and Engine 3. Both sets are no longer compliant with standards due to age and are behind in cutting technology for the space age metals that are in vehicles today. The department proposes to replace the 2 sets with a single set of extrication tools that will reduce the maintenance, upkeep and future replacement costs. Removed from the 5 year capital plan is the replacement of the departments SCBA compressor. This has been a project that was on the plan for the last 3 years, but the department was successful in receiving a FEMA Assistance to Firefighters Grant for the replacement of this unit, which saves \$70,000 from the capital plan.

Hose - 4" and Hydrant Appliances	CASH	\$28,000
PPE	CASH	\$12,000
Jaws of Life Tool Replacement E1	CASH	\$50,000

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Fire & EMS	FUNCTION Fire & Emergency Medical Services	FUNCTION CODE 01-220
DEPARTMENT HEAD Russ Hall	PREPARED BY Russ Hall	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
119,609	120,505	127,419	133,837	65,636	5110	Chief	135,174	135,174
153,073	94,429	96,318	99,209	48,654	5111	Assistant Chief	100,200	100,200
64,473	68,227	71,865	80,598	37,775	5112	Clerical	83,474	83,474
948,988	1,102,000	1,113,267	1,133,260	533,741	5113	Firefighters Full Time	1,160,146	1,160,146
0			135,770		5113	6 SAFER Postions	283,556	283,556
3,469	1,229		0		5117	Deputy Chiefs	0	0
149,342	91,150	54,636	120,000	30,081	5118	Call Firefighters	100,000	100,000
267,681	255,070	184,761	150,000	110,870	5132	Overtime	130,000	130,000
7,275	6,850	5,338	8,000	2,600	5133	Weekend Coverage	5,500	5,500
0	1,500	750	1,500	0	5144	Education Coord Stipend	2,500	2,500
2,500	2,750	3,000	3,000	1,500	5140	EMS Coord Stipend	3,000	3,000
15,518		105,724	5,000	36,399	5141	IOD	5,000	5,000
648	713	2,310	500	1,442	5147	Shift Lead Pay	500	500
60,453	64,514	69,713	68,969	38,452	5148	Holiday Pay	88,230	88,230
			6,199		5148	Holiday Pay SAFER	14,078	14,078
15,400	5,200	6,563	5,850	375	5160	Education Stipends	5,550	5,550
			713		5160	Education Stipends SAFER	1,203	1,203
0		17,719	16,710	17,023	5142	Residency Stipends	13,959	13,959
	12,188		1,664		5142	Residency Stipends SAFER	3,250	3,250
0	9,000	15,250	18,000	0	5143	Physical Fitness Stipends	18,000	18,000
			3,900		5143	Physical Fitness Stipends SAFER	6,000	6,000
1,808,429	1,835,325	1,874,633	1,988,779	924,548		*Total Salary & Wages*	2,159,320	2,159,320
19	19	25	25	25		# Personnel F/T	25	25
1	1	1	1	1		# Personnel P/T	1	1
20	26	21	20	20		# Personnel On-Call	17	17
8	1	3	1	1		# Personnel Recruits	1	1

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Manager FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
4,374	4,064	4,259	4,000	447	5212	Utilities	4,000	4,000
1,284	1,367	1,383	1,500	582	5231	Water/Sewer	1,500	1,500
20,944	15,770	19,992	23,000	14,459	5244	Fire/EMS Equipment Maint	23,000	23,000
2,031	2,031	2,081	2,100	1,075	5249	Radio/Alarm Lines	2,100	2,100
4,682	3,290	3,666	4,000	1,382	5340	Cell Phone/Pagers	4,000	4,000
19,873	23,629	22,410	25,500	5,969	5410	Petro Products	25,500	25,500
4,895	2,890	4,408	4,500	1,493	5421	Office Supplies	4,500	4,500
6,626	10,462	6,090	6,500	1,236	5430	Building Maintenance	6,500	6,500
32,009	34,975	37,685	37,000	10,015	5480	Vehicle Maintenance	37,000	37,000
0	0	0	1,000	0	5490	Emergency Food	1,000	1,000
1,105	3,585	1,576	2,500	969	5500	Physicals/PAT	2,500	2,500
8,319	8,538	8,721	9,000	2,127	5510	Fire Train/Education/Programs	9,000	9,000
5,094	7,290	6,491	7,250	3,868	5511	EMS Training/Certification	7,250	7,250
2,803	1,513	0	0	0	5512	Call Firefighter Retention	0	0
13,275	13,209	15,771	16,500	6,688	5581	Uniform Allowance/Cleaning	16,500	16,500
14,673	13,304	14,662	14,500	2,492	5583	Uniforms/Protective Equip	14,500	14,500
14,298	14,550	14,306	15,000	3,428	5582	Equipment/Hose	15,000	15,000
37,817	39,967	38,856	40,000	17,231	5584	Medical Supplies/Equip	40,000	40,000
244	327	0	400	90	5711	Mileage Reimbursement	400	400
29,846	27,070	26,802	30,500	21,332	5783	Licenses and Fees	30,500	30,500
35,324	41,105	35,951	41,000	14,206	5784	EMS Billing Contractor	41,000	41,000
4,944	5,000	4,993	5,000	0	5870 C	Radio/Pager Purchase	5,000	5,000
264,460	273,936	270,103	290,750	109,089		*Total Expenses*	290,750	290,750
2,072,889	2,109,261	2,144,736	2,279,529	1,033,637		*Total Budget*	2,450,070	2,450,070

DEPARTMENT Emergency Management	FUNCTION Emergency Preparedness	FUNCTION CODE 01-291
DEPARTMENT HEAD Russ Hall	PREPARED BY Russ Hall	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
67,609	68,883	70,259	75,195	35,130	5111	EM Coordinator	80,680	80,680
6,000	4,750	5,000	5,000	2,500	5120	Stipend	5,000	5,000
73,609	73,633	75,259	80,195	37,630		*Total Salary & Wages*	85,680	85,680
1	1	1	1			# Personnel F/T	1	1
0	0	0	0			# Personnel P/T	0	0
671	772	763	1,000	207	5430	Cell Phone	1,000	1,000
2,878	1,598	752	3,000	508	5510	Training	3,000	3,000
8,050	5,957	6,220	6,000	560	5582	Emergency Supplies	6,000	6,000
11,599	8,327	7,735	10,000	1,275		*Total Expense*	10,000	10,000
85,208	81,960	82,994	90,195	38,905		*Total Budget*	95,680	95,680

PUBLIC SAFETY BUILDING

The Public Safety Building was completed in November 2010 and houses the Fire Department and the Police Department in a 34,000 square foot facility. On the second floor, the building is comprised of the Fire Department living area, administrative offices, and apparatus bay. The Police Department, Regional Dispatch Center, mechanical and electrical rooms, fitness room, and training/EOC are located on the first floor.

The building has a state of the art HVAC system that utilizes geo-thermal heat and air conditioning; computer controlled and monitored operating systems, and a monitored video surveillance system to ensure the safety of our employees.

Recently, the town hired PES to provide daily cleaning services to all town owned buildings including the Public Safety Building. In addition to their daily cleaning services, PES provides regularly scheduled maintenance, including waxing floors and cleaning the rugs.

As this facility was being built, the building committee made it a priority to design a state of the art facility that would serve as the "last building standing" in the event of a disaster. The training room has served as an Emergency Operations Center several times during inclement weather. It is the goal of both the Police Chief and Fire Chief to keep this building well maintained and looking as good as it did the day we moved in.

In December 2014, the Wachusett Regional Communication Center (WRECC) was created. The WRECC, which is housed in the Public Safety Building, now dispatches for the towns of Holden, Princeton, West Boylston, and Paxton. The Town moved some of the key computer systems into the 911 room which has UPS or Uninterrupted Power Supply and a backup generator that can power almost the entire building in the event of a major power outage.

Changes:

5430 PSB Cleaning- There is a \$5000.00 dollar increase to this line item due to an increase in cost when the Town switched cleaning companies.

Capital:

The Police/Fire Departments are requesting \$20,000 in FY22 to replace an existing IT network switch located in the PSB, which has been here since the building opened in 2010. This switch is over the life expectancy and could fail if it's not replaced.

Network Switch	CASH	\$20,000
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DEPARTMENT Public Safety	FUNCTION Public Safety Building	FUNCTION CODE 01-215
DEPARTMENT HEAD	PREPARED BY Peter Lukes	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
60,110	65,408	67,845	65,000	29,890	5212	PSB Utilities	65,000	65,000
6,637	7,601	9,619	7,000	1,080	5214	PSB Fuel/Heating	7,000	7,000
14,595	7,019	6,519	10,000	4,510	5231	PSB Water Sewer	10,000	10,000
88,583	48,614	51,683	53,000	9,523	5242	PSB Mechanical & Maint	53,000	53,000
8,372	1,711	18,531	30,000	2,967	5244	PSB Maint. Contracts	30,000	30,000
34,694	32,254	27,163	35,000	12,963	5430	PSB Cleaning	40,000	40,000
757	1,091	2,207	2,500	831	5450	PSB Cleaning Supplies	2,500	2,500
213,748	163,698	183,567	202,500	61,764		*Total Expenses*	207,500	207,500
213,748	163,698	183,567	202,500	61,764		*Total Budget*	207,500	207,500

TOWN OF HOLDEN**FY 2022 BUDGET**

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Request FY 2022	Manager FY 2022
PUBLIC WORKS							
Administration	201,999	206,782	201,598	208,308	102,704	211,186	211,186
Engineering	260,372	274,337	346,450	352,000	107,873	340,929	339,901
Highway Division	1,377,291	1,353,426	1,304,759	1,451,819	531,403	1,442,236	1,442,236
Mechanics Division	204,838	215,439	218,552	224,248	106,791	224,112	224,112
Buildings/Grounds	720,017	814,562	892,784	907,529	339,492	895,475	895,475
Garage Division	65,732	44,812	41,756	66,500	18,855	84,900	84,900
TOTAL	2,830,249	2,909,358	3,005,899	3,210,404	1,207,118	3,198,838	3,197,810

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; Building & 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: Over 121-miles of roads; guard rails and street signs; more than 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, six (6) Equipment Operators III, five (5) Equipment Operators II, and three (3) Laborers. During the summer months, up to four (4) seasonal helpers are employed by the Highway and Buildings & Grounds Divisions.

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. The Division also provides administrative services for the Director, Senior Civil Engineer and Civil Engineer II, Supervisor of Operations and Water & Sewer Superintendent, 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.

There are no capital purchases proposed for the Administration Division for FY2022.

The following line items are proposed for changes that are greater than ten (10) percent:

1. Radio Maintenance-Due to handheld radios being in good condition and no need for replacement.
2. Vehicle Maintenance-With the purchase of a new Truck #8 in the spring of 2020, maintenance costs are expected to be much less.

TOWN OF HOLDEN

FY 2022 BUDGET

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

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
124,398	128,344	129,938	133,837	65,636	5110	DPW Director	135,174	135,174
65,973	66,577	58,171	62,321	30,165	5112	Clerical	65,462	65,462
190,371	194,921	188,109	196,158	95,801		*Total Salary & Wages*	200,636	200,636
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	0	0		# Personnel P/T	0	0
1,239	0	0	500	0	5244	Radio Maintenance	0	0
924	615	519	650	207	5340	Pagers/Cell Phone	600	600
69	790	529	300	46	5343	Postage	300	300
699	601	818	900	173	5410	Petro Products	700	700
1,984	2,212	3,353	3,000	1,673	5421	Office Supplies	3,000	3,000
2,006	3,520	3,889	3,000	2,442	5422	Printing	3,000	3,000
1,293	1,904	288	1,000	0	5480	Vehicle Maintenance	300	300
224	0	127	200	15	5584	Safety Wear	100	100
1,388	1,766	1,918	2,000	1,617	5731	Association Dues	2,000	2,000
0	49	59	100	0	5732	Books & Periodicals	50	50
1,802	404	1,989	500	730	5733	Expense of Meetings	500	500
11,628	11,861	13,489	12,150	6,903		*Total Expenses*	10,550	10,550
201,999	206,782	201,598	208,308	102,704		*Total Budget*	211,186	211,186

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, 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 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 survey 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 includes 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 former 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 on all groundwater and gas 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.

The capital purchases proposed for the Engineering Division in FY2022 are as follows:

1. Culvert/Bridge Assessments for \$6,000. This is work associated with completing the town wide assessments of the Town's various culverts and bridges.
2. Culvert/Bridge Rehabilitation for \$60,000. This is work associated with the actual design, permitting, and replacement/reconstruction of the various culverts and bridges. This work may be completed by the Highway Division, by contractors, or a combination of the two.
3. Catch Basin Cleaning Contract for \$90,000. This is Year 2 of a two year project. New federal stormwater regulations require the Town to clean all catch basins before they reach fifty (50) percent capacity. In order to establish a baseline and determine the frequency of cleaning, a town wide cleaning is being performed by a contractor in back to back years. This cost includes the cleaning of the basins and the testing and disposal of the catch basin cleanings.

TOWN OF HOLDEN**FY 2022 BUDGET**

4. Outfall Screening/Sampling for \$21,000. This is for Year 2 of a two year project to examine and screen all of the Town drainage outfalls for compliance with its federal stormwater permit. It includes sampling of discharges for water quality.
5. Catchment Area Investigation, Ranking, and Delineation for \$15,000. This is for Year 1 of a three year project to map and delineate the drainage areas that drain to individual catch basins and outfalls in the Town's drainage system. This is a requirement of the federal stormwater permit.
6. Speed Radar Signs for \$20,000. This is to purchase two (2) radar signs that will be installed to provide driver feedback in areas where traffic calming measures may be necessary.

The following line items are proposed for changes that are greater than ten (10) percent:

1. Consulting Services-Increase from \$10,000 to \$15,000 to reflect need for on-call architectural and engineering services related to miscellaneous building maintenance projects.
2. Vehicle Maintenance-With the purchase of a new Truck #49 in the spring of 2020, maintenance costs are expected to be much less.

Culvert/Bridge Assessments	CASH	\$6,000
Culvert Rehabilitation	CASH	\$60,000
Catch Basin Cleaning Contract	CASH	\$90,000
Drainage Outfall Screening/Sampling	CASH	\$21,000
Speed Radar Signs	CASH	\$20,000
Catchment Area Investigation	CASH	\$15,000

TOWN OF HOLDEN

FY 2022 BUDGET

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

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
135,687	150,424	155,521	163,110	80,654	5111	Engineers	160,379	159,351
9,225	7,347	5,559	11,840	0	5119	Engineer Intern	11,840	11,840
144,912	157,771	161,080	174,950	80,654		*Total Salary & Wages*	172,219	171,191

2	2	2	2	2		# Personnel F/T	2	2
1	1	1	1	1		# Personnel P/T Intern	1	1

61,820	69,919	106,751	112,000	6,888	5299	Post Closure Monitoring	100,000	100,000
11,748	7,102	15,525	10,000	0	5303	Consulting Services	15,000	15,000
1,099	2,105	1,161	2,000	1,173	5306	Design Software	2,000	2,000
15,000	15,831	14,950	18,000	8,700	5311	GIS	18,000	18,000
1,584	1,987	1,596	1,600	640	5340	Pagers/Cell Phones	1,600	1,600
69	570	518	500	59	5343	Postage	500	500
1,116	682	389	1,150	82	5410	Petro Products	960	960
1,802	2,687	1,456	2,000	609	5480	Vehicle Maintenance	1,200	1,200
3,980	1,248	2,842	3,000	92	5582	Equip/Supplies	3,000	3,000
272	253	244	500	31	5584	Safety Wear	250	250
91	0	0	200	0	5710	Car Allowance/Mileage	100	100
400	500	379	500	0	5731	Association Dues	500	500
15,340	13,224	38,080	25,000	8,417	5732	Storm Water NPDES Permit	25,000	25,000
1,139	458	1,479	600	528	5733	Expense of Meetings	600	600
115,460	116,566	185,370	177,050	27,219		*Total Expenses*	168,710	168,710
260,372	274,337	346,450	352,000	107,873		*Total Budget*	340,929	339,901

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 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.

The capital purchases proposed for the Highway Division in FY2022 are as follows:

1. Local Roads/Sidewalks for \$325,000. This is the annual allotment of money to supplement the annual \$615,000 allotment of Chapter 90 road money received from the State. Approximately \$1 million per year in roadway and sidewalk improvements is necessary to maintain the good condition of the Town's roads.

TOWN OF HOLDEN**FY 2022 BUDGET**

2. Chapter 90 for \$615,739. This is the annual allotment of money received from the State of Massachusetts as local aid for transportation projects. Approximately \$1 million per year in roadway and sidewalk improvements is necessary to maintain the good condition of the Town's roads.
3. Concrete Core Drill for \$10,000. This would provide the Highway Division with a tool to cut large diameter (12" and greater) holes in precast concrete drain manhole and catch basin structures in the field. The Highway Division performs numerous drainage structures each year. A stormwater management best practice is to use precast concrete structures that are watertight, rather than the masonry block structures constructed in the past. The masonry block structures allow untreated stormwater to leach directly into the ground, which is no longer allowed under state and federal stormwater regulations. Currently, the Highway Division hires a contractor to perform these drills, at a cost of \$500 to \$1,000 each. For the current fiscal year, the Highway Division has already spent over \$6,000 for these services. The Highway Division will recoup the cost of the new concrete core drill within one (1) year of its purchase.
4. Replace Truck #10, F350 Pickup Truck with Plow for \$60,000. This would replace the Highway Division's Foreman truck. The existing truck is a 2012 model year truck with over 100,000 miles on it. This truck is used daily, and is used as a front line plow vehicle. Its replacement is critical due to its frequent and heavy duty use.
5. Replace Existing Walk Behind Saw for \$5,000. The existing walk behind saw is extremely old and no longer cuts in a straight line. This saw is used to cut asphalt and concrete pavements as part of the road work performed by the Highway Division. It is often used to repair/replace driveway aprons disturbed due to adjacent road work, and its inability to cut a straight line produces the appearance of poor workmanship.

LOCAL ROADS/ SIDEWALKS	CASH	\$325,000
CHAPTER 90	State Reimb	\$615,739
F350 Truck w/Plow #10	CASH	\$60,000
Concrete Core Drill	CASH	\$10,000
Walk Behind Road Saw	CASH	\$5,000

The following line items are proposed for changes that are greater than ten (10) percent:

1. Seasonal Labor-adjustments were made to reflect changes that have occurred and are planned in the minimum wage rate.
2. Police Details-increased to show the actual usage over the past several years.
3. Leased Equipment-decreased due to the purchase of the mini-excavator in January of 2021, thus no longer requiring the monthly lease payment.
4. Miscellaneous Drainage-More frequent preventative maintenance and repairs are occurring which are not associated with larger roadway projects.
5. Roadway Maintenance-More frequent preventative maintenance and/or repairs to potholes, sidewalks, guardrails which are not associated with larger roadway projects.
6. Street Sweeper-decreased due to reflect the current costs being experienced for the disposal of street sweepings.
7. Sign-decreased to reflect current costs of street sign replacement and the volume of work necessary.

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
76,713	82,312	86,697	92,888	44,982	5111	Supervisor	97,571	97,571
362,895	353,492	397,204	431,081	208,485	5116	Labor	438,735	438,735
1,298	3,044	4,320	8,000	0	5118	Seasonal Labor	8,880	8,880
17,096	9,110	8,597	10,000	2,740	5132	Overtime	10,000	10,000
3,668	24,739	14,220	10,000	10,688	5140	Police Details	15,000	15,000
730	488	890	500	447	5142	Out of Class	700	700
3,600	5,400	2,700	5,400	0	5143	Incentive Pay/Bonus	5,400	5,400
466,000	478,585	514,628	557,869	267,342		*Total Salary & Wages*	576,286	576,286
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	64,766	64,766	72,000	32,383	5211	Light Power/Street Lights	68,000	68,000
18,700	18,000	27,800	20,000	12,000	5271	Leased Equipment	6,000	6,000
3,762	3,545	3,954	4,000	1,492	5340	Pagers/Cell Phones	4,000	4,000
13,862	7,079	8,100	7,600	2,669	5410	Petro Products	6,500	6,500
12,671	20,082	23,505	23,500	5,380	5411	Diesel Fuel	20,000	20,000
82,296	79,351	62,181	75,000	31,130	5480	Vehicle Maintenance	75,000	75,000
7,305	5,554	6,181	7,000	2,537	5531	Stock	7,000	7,000
4,302	4,441	4,998	4,500	4,216	5532	Tools	4,500	4,500
14,619	25,598	43,111	27,500	28,670	5537	Miscellaneous Drainage	30,000	30,000
15,223	27,951	45,281	25,000	12,091	5538	Roadway Maintenance	28,000	28,000
17,083	13,366	11,431	20,000	0	5541	Street Sweeper	15,000	15,000
2,291	3,074	3,304	3,100	1,499	5581	Uniforms	3,200	3,200
4,489	3,409	6,078	3,750	2,095	5584	Safety Wear	3,750	3,750
1,885	2,793	1,329	3,000	1,026	5783	Licenses	3,000	3,000
42,605	43,859	48,935	60,000	18,130	5788	Line Painting	60,000	60,000
1,582	3,960	7,901	18,000	835	5789	Signs	12,000	12,000
560,616	548,013	421,276	520,000	107,908	5890	Snow Removal	520,000	520,000
911,291	874,841	790,131	893,950	264,061		*Total Expenses*	865,950	865,950
1,377,291	1,353,426	1,304,759	1,451,819	531,403		*Total Budget*	1,442,236	1,442,236

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 across the DPW, Fire Department, Police Department, Light Department, Recreation, and Senior Center. 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.

There are no capital purchases proposed for the Mechanics Division in FY2022.

TOWN OF HOLDEN

FY 2022 BUDGET

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
186,986	194,306	200,497	205,837	99,595	Salary & Wages	205,812	205,812
17,852	21,133	18,055	18,411	7,196	Operating Expense	18,300	18,300
204,838	215,439	218,552	224,248	106,791	*Total Budget*	224,112	224,112
14,000	14,000	17,000	17,000	8,500	Indirects Included:		
35,000	35,000	33,400	33,400	16,700	HMLD Charge	17,000	17,000
49,000	49,000	50,400	50,400	25,200	Water Sewer Enterprise	33,400	33,400
					Indirects	50,400	50,400

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
185,016	191,173	198,428	202,412	99,511	5116	Equipment Mechanics	202,412	202,412
47	1,192	145	500	0	5132	Overtime	500	500
123	141	124	225	84	5142	Working Out of Class	200	200
1,800	1,800	1,800	2,700	0	5143	Incentive Plan	2,700	2,700
186,986	194,306	200,497	205,837	99,595		*Total Salary & Wages*	205,812	205,812
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
1,283	1,697	1,404	1,500	567	5340	Pagers/Cell Phones	1,500	1,500
1,335	1,350	1,075	1,495	288	5410	Petro Products	1,200	1,200
1,011	2,388	1,505	1,216	154	5411	Diesel	1,100	1,100
2,242	6,562	3,376	2,500	1,912	5480	Vehicle Maintenance	3,000	3,000
8,454	6,135	6,106	8,000	3,277	5532	Mechanic Tools	8,000	8,000
1,668	1,737	2,491	1,800	704	5581	Uniforms	1,800	1,800
1,569	983	1,723	1,300	124	5584	Safety Wear	1,300	1,300
290	281	375	600	170	5783	Licenses	400	400
17,852	21,133	18,055	18,411	7,196		*Total Expenses*	18,300	18,300
204,838	215,439	218,552	224,248	106,791		*Total Budget*	224,112	224,112

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) 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 at these locations. This Division is also responsible for the operation and maintenance activities associated with the following buildings or areas: Town Hall, Starbard, Damon, Hendricks, Senior Center, Recreation, Gale Free Library, Adams Road DPW Facility, Spring Street Water & Sewer Facility, Public Safety Building, Dawson Pool, Eagle Lake, and Trout Brook. Further, this Division contracts out for and supervises the activities of cleaning contractors hired to clean the Recreation Building, Starbard Building, Town Hall, Gale Free Library, and the Senior Center.

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.

There are no capital purchases proposed for the Buildings & Grounds Division in FY2022.

The following line items are proposed for changes that are greater than ten (10) percent:

1. Seasonal Labor-adjustments were made to reflect changes that have occurred and are planned in the minimum wage rate.
2. Overtime-Increased to reflect values actually being experienced.
3. Building Cleaning Contract-Decreased due to favorable bid price received when the contract was procured in the fall of 2020.

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
410,057	441,642	443,026	490,679	211,177	Salary & Wages	486,325	486,325
309,960	372,920	449,758	416,850	128,315	Operating Expense	409,150	409,150
720,017	814,562	892,784	907,529	339,492	*Total Budget*	895,475	895,475
28,000	28,000	28,840	28,840	14,420	Indirects Included:		
28,000	28,000	28,840	28,840	14,420	4271 Recreation charges	28,840	28,840
					Indirects	28,840	28,840

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
358,661	381,943	383,799	414,229	180,056	5116	Labor	410,485	410,485
17,215	15,008	13,177	31,500	2,824	5118	Seasonal Labor	26,640	26,640
5,000	5,000	5,039	5,000	2,462	5119	PT Temp Facility Manager	5,000	5,000
26,859	36,785	37,491	35,000	25,283	5132	Overtime	40,000	40,000
522	206	320	350	552	5142	Out of Class	500	500
1,800	2,700	3,200	4,600	0	5143	Incentive Plan	3,700	3,700
410,057	441,642	443,026	490,679	211,177		*Total Salary & Wages*	486,325	486,325
8	8	8	8	8		# Personnel F/T	8	8
0	0	0	0	0		# Personnel P/T Temporary	0	0
3	3	3	3	3		# Seasonal	3	3
26,960	23,375	26,310	29,000	11,557	5212	Utilities	27,000	27,000
25,192	27,205	23,880	27,500	1,937	5214	Fuel	27,500	27,500
7,839	13,081	9,509	15,000	8,045	5231	Water/Sewer	15,000	15,000
2,278	6,233	1,475	3,500	537	5242	Equipment Repair	3,500	3,500
7,056	7,056	6,759	8,000	3,528	5247	Elevator Maintenance	8,000	8,000
4,570	7,119	8,441	9,000	689	5249	Alarm Monitor	9,000	9,000
3,023	3,105	2,873	3,000	1,402	5340	Pagers/Cell Phone	3,000	3,000
32,968	38,195	39,590	36,000	16,265	5341	Telephone	36,000	36,000
7,746	7,383	7,392	7,360	2,031	5410	Petro Products	7,000	7,000
8,321	9,502	14,582	11,440	5,894	5411	Diesel Fuel	14,600	14,600
1,199	365	0	700	0	5421	Office Supplies	700	700
26,629	38,131	103,464	45,000	10,123	5430	Building Maintenance	45,000	45,000
56,500	65,562	76,185	86,000	13,540	5440	Building Cleaning Contract	76,500	76,500
12,758	14,173	15,832	14,000	7,250	5450	Building Supplies	15,000	15,000
32,523	57,082	42,420	71,000	30,445	5460	Parks Maintenance	71,000	71,000
5,826	8,956	28,114	12,000	3,305	5462	Grave Maintenance	12,000	12,000
34,962	37,544	29,143	25,000	7,597	5480	Vehicle Maintenance	25,000	25,000
2,544	1,257	2,694	2,500	702	5532	Tools	2,500	2,500
2,209	3,333	3,148	3,500	1,521	5581	Uniforms	3,500	3,500
5,994	3,002	5,961	4,500	1,202	5584	Safety Wear	4,500	4,500
0	0	0	350	0	5731	Association Dues	350	350
2,863	1,261	1,986	2,500	745	5783	Licenses	2,500	2,500
309,960	372,920	449,758	416,850	128,315		*Total Expenses*	409,150	409,150
720,017	814,562	892,784	907,529	339,492		*Total Budget*	895,475	895,475

DPW Garage

There are no capital purchases planned for the DPW Garage in FY2022.

The following line items are proposed for changes that are greater than ten (10) percent:

Utilities 18 Industrial-This was increased to account for the expected occupancy of the new DPW Facility in the last three months of FY2022. The amount is based off of estimates provided by the project's architects.

Fuel/Natural Gas 18 Industrial-This was increased to account for the expected occupancy of the new DPW Facility in the last three months of FY2022. The amount is based off of estimates provided by the project's architects.

Water Sewer 18 Industrial-This was increased to account for the expected occupancy of the new DPW Facility in the last three months of FY2022. The amount is based off of estimates provided by the project's architects.

Radio Lines-This was increased to account for the expected occupancy of the new DPW Facility in the last three months of FY2022. The amount is based off of estimates provided by the project's architects.

TOWN OF HOLDEN

FY 2022 BUDGET

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Object Description	Request FY 2022	Manager FY 2022
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0

Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021	December YTD	Object Description	Request FY 2022	Manager FY 2022
10,532	14,419	11,672	12,000	4,366	5212 Utilities	12,000	12,000
15,636	0	0	0	0	5213 Utilities 18 Industrial	14,000	14,000
13,896	13,440	13,195	13,500	1,482	5214 Fuel / Natural Gas	13,500	13,500
1,299	0	0	0	0	5215 Fuel/NG 18 Industrial	1,000	1,000
1,921	3,363	2,144	2,500	788	5231 Water & Sewer	2,500	2,500
2,868	0	0	0	0	5232 Water Sewer 18 Industrial	2,400	2,400
0	0	0	21,500	0	5299 Site Monitoring 18 Industrial	21,500	21,500
2,058	848	702	2,000	492	5342 Radio Lines	3,000	3,000
17,522	12,742	14,043	15,000	11,727	5430 Building Maintenance	15,000	15,000
65,732	44,812	41,756	66,500	18,855	*Total Expenses*	84,900	84,900
65,732	44,812	41,756	66,500	18,855	*Total Budget*	84,900	84,900

TOWN OF HOLDEN

FY 2022 BUDGET

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Request FY 2022	Manager FY 2022
OTHER FUNDS							
Water/Sewer Enterprise Fund	7,200,814	7,721,696	7,788,332	8,388,419	3,646,833	8,361,812	8,361,812
Solid Waste Enterprise Fund	1,218,213	1,241,365	1,288,726	1,363,154	61,161	1,410,273	1,410,273
Inspection Revolving Fund	227,856	227,955	195,112	244,795	133,773	282,183	282,183
Cable Revolving Fund	253,566	237,169	231,531	349,804	98,554	357,948	357,948
Recreation Revolving Fund	358,450	402,691	452,634	949,779	251,905	448,998	448,998
Before/After School Revolving Fund	323,565	357,426	312,007	384,194	53,748	342,807	342,807
TOTAL	9,582,464	10,188,302	10,268,342	11,680,145	4,245,974	11,204,021	11,204,021
	Balance FY 2018	Balance FY 2019	Balance FY 2020	Balance FY 2021	December YTD	Balance FY 2022	Balance FY 2022
General Stabilization Fund	3,377,731	4,048,042	4,458,311	4,430,167	4,430,167	4,630,167	4,630,167
Water/Sewer Stabilization Fund	181,971	190,211	194,807	197,568	197,568	197,568	197,568
Fire Vehicle Stabilization Fund	261,531	403,701	517,608	309,387	309,387	409,387	409,387
Open Space Stabilization	101,543	209,612	266,753	167,717	167,717	217,717	217,717
Dispatch Infrastructure Stabilization	21,220	40,806	66,789	67,735	67,735	67,735	67,735
DPW Depreciation Fund	279,774	395,915	560,686	671,903	671,903	771,903	771,903
Infrastructure Investment Fund	562	0	0	0	0	0	0
Other Post Employment Benefits TF	2,881,266	3,618,252	4,349,496	5,662,842	5,662,842	6,293,809	6,293,809
TOTAL	7,105,598	8,906,539	10,414,450	11,507,319	11,507,319	12,588,286	12,588,286

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 IV, three (3) Water Operators III, and two (2) Water Operators II, and one (1) Water Operator I. Additionally the DPW 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, 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 over one hundred and five (105) 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 2020, a total of approximately 514 million gallons of water was produced and/or purchased (sixty-three (63) percent produced and thirty-seven (37) 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 eighty (80) 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-nine (29) 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.

TOWN OF HOLDEN WATER & SEWER ENTERPRISE FUND

FY 2022 BUDGET

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 FY2020, approximately 493 million gallons of sewage was transported to the UBWPAD from Holden.

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 over 5,800 water customer accounts and over 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.

The capital purchases planned for the Water & Sewer Division for FY2022 are as follows:

1. SCADA Planning/Design/Implementation for \$100,000 (Cash). This money is necessary to complete the final phase of the implementation of a system wide upgrade to the water system's Supervisory, Control, and Data Acquisition (SCADA) computer interface. This will be the fourth and final year of the implementation of this upgrade.
2. Water Main Replacement and/or Lining for \$1,000,000 (Borrowing). This is the annual amount of money needed to continue to perform upgrades to the Town's water system. Planned work for FY2022 includes the continued replacement of water main in the "Western States" neighborhood.

TOWN OF HOLDEN**FY 2022 BUDGET**

3. Sewer Pump Stations for \$500,000 (Borrowing). Supplemental money to complete year three of a 3-Year process to upgrade the water distribution SCADA system. Year 3 work will occur at remaining water stations.
4. Water Tank Inspections for \$20,000 (Cash). Money to perform Massachusetts Department of Environmental Protection required inspections of all four active water storage tanks. These inspections are required every 3-5 years, with the last inspections occurring in 2017.

SCADA Planning/Design	CASH	\$100,000
Water Main Replacement and/or Lining	BORROWING	\$1,000,000
Sewer Pump Stations	BORROWING	\$500,000
Water Meter Replacement	BORROWING	\$300,000
Water Tank Inspections	CASH	\$20,000

The following line items are proposed for changes that are greater than ten (10) percent:

1. Incentive Plan-Increased from \$5,400 to \$7,200 due to an increase in number of personnel expected to be eligible for contractually obligated performance related payments.
2. Health Insurance-Increased from \$115,000 to \$130,000, per the information provided by the Town Treasurer's office.
3. Retirement-Increased to \$138,900 from \$123,720, per the information provided by the Town Treasurer's office.
4. DCR Disposal-Increased to \$2,000,000, from \$1,800,000. This increase was made to reflect the average charges that have been observed for the transport of the Town's sewerage through the City of Worcester over the past two years.
5. Vehicle Maintenance-Increased by \$5,000 to reflect the aging of the vehicle fleet and expected additional maintenance required.
6. New Meters/Repairs-Decreased from \$25,000 to \$15,000, due to the anticipated full implementation of the Town's water meter replacement program. Failing meters will be replaced as part of the meter replacement program.
7. Capital Outlay-Increased from \$80,000 to \$120,000. The Capital Outlay (or Capital Cash) line item typically averages more than \$200,000 annually. Planned Capital Outlay expenditures for FY2022 include the completion of the water system SCADA upgrades and the inspections of the active water storage tanks in the system.
8. Emergency Reserve-decreased from \$225,000 to \$100,000. This line item was decreased so as to reduce the amount of retained earnings that need to be appropriated to cover the recommended operations and maintenance reserve (emergency reserve). Rather than the full amount of the emergency reserve being appropriated in the expense budget, it will remain in retained earnings. The \$100,000 is sufficient to cover any major emergencies that would need temporary repairs prior to the scheduling of a special town meeting.

TOWN OF HOLDEN

FY 2022 BUDGET

FUNCTION Water/Sewer Enterprise	FUNCTION CODE 60-5-450
PREPARED BY John Woodsmall	

Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		APPROPRIATION Description	Request FY 2022	Manager FY 2022
609,595	665,370	701,649	330,749		Salary & Wages	719,172	719,172
6,901,220	7,009,556	7,606,770	3,314,384		Operating Expenses	7,522,640	7,522,640
201,863	213,406	80,000	1,700		Capital Outlay	120,000	120,000
7,712,678	7,888,332	8,388,419	3,646,833		Total Budget	8,361,812	8,361,812
FINANCING PLAN							
6,199,831	6,588,714	6,410,000	3,803,718	4210	Water Rates	6,850,200	6,850,200
0	0	50,000	0		Water Rate Increase	112,500	112,500
0	0	50,000	0		Sewer Rate Increase	112,500	112,500
12,359	14,678	20,000	11,611	4220	Water Miscellaneous	20,000	20,000
108,370	72,640	100,000	31,100	4221	Water Connections	100,000	100,000
152,446	158,766	162,117	113,715	4222	Tower Rental	166,000	166,000
0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
0	0	500	0	4227	Septage UBWPAD	0	0
43,058	30,189	20,000	0	4280	Interest	25,000	25,000
2,000	4,578	2,500	228	4320	Liens	2,500	2,500
58,920	49,850	100,000	27,616	4321	Sewer Insp/Entrance Fees	60,000	60,000
297,640	268,373	250,000	39,609	4751	Sewer Project Assessment	250,000	250,000
0	0	0	1,252	4940	W/S Sale of Town Assests	0	0
133,795	143,904	0	0		Prior Year Unspent Encumbrances	0	0
1,388,935	1,145,000	1,180,000	1,180,000		Free Cash Appropriated from previous	620,000	620,000
-1,145,000	-1,180,000	-620,000	-620,000	3590	Free Cash Appropriated for next year	0	0
7,252,354	7,296,692	7,771,117	4,588,849		TOTAL REVENUE	8,364,700	8,364,700
7,712,678	7,888,332	8,388,419	3,646,833		TOTAL EXPEND.	8,361,812	8,361,812
1,842,367	1,382,043	790,403	790,403		PRIOR YEAR BALANCE	173,101	173,101
1,382,043	790,403	173,101	1,732,419		BALANCE	175,989	175,989
FY22 Projected Surplus						2,888	2,888

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FY 2022 BUDGET

Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
87,697	92,353	98,946	48,390	5110	Superintendent	100,201	100,201
36,237	42,178	42,734	18,541	5112	Clerical	42,048	42,048
389,394	431,257	448,969	219,846	5116	Labor	463,123	463,123
47,834	43,983	52,000	20,840	5131	Standby	48,000	48,000
40,968	50,981	45,000	22,675	5132	Overtime	45,000	45,000
4,619	1,440	8,000	360	5140	Police Detail	8,000	8,000
146	479	600	97	5142	Work/Out of Class	600	600
2,700	2,700	5,400	0	5143	Incentive Plan	7,200	7,200
	0	0	0	5144	One time sign bonus	0	0
0	0	0	0	5118	Seasonal Labor	5,000	5,000
609,595	665,370	701,649	330,749		*Total Salary & Wages*	719,172	719,172
10	10	10	10		# Personnel F/T	10	10
0.00	0	0	0		# Personnel P/T	0	0
8,343	9,329	10,200	4,756	5173	Medicare	10,800	10,800
339	314	450	198	5174	Life Insurance	350	350
77,322	84,816	115,000	67,538	5175	Health Insurance	130,000	130,000
106,496	114,786	123,720	123,720	5177	Retirement	138,900	138,900
171,869	155,771	178,000	56,877	5211	Light and Power	180,000	180,000
5,028	4,904	5,000	1,154	5214	Fuel	5,000	5,000
54,650	29,961	55,000	10,686	5246	Pump Station Water Maintenance	55,000	55,000
46,508	25,915	45,000	26,074	5247	Pump Station-Sewer Maintenance	45,000	45,000
3,873	6,084	8,000	714	5248	Generator Maintenance	7,000	7,000
98	1,200	6,000	0	5249	Sewer Incremental O&M	6,000	6,000
25,745	45,191	35,000	12,612	5251	Water Incremental O&M	35,000	35,000
11,384	12,152	15,000	0	5291	Hydrant Replacement	12,000	12,000
440,030	470,609	300,000	293	5300	Legal Services	300,000	300,000
121,518	73,640	150,000	12,895	5303	Consulting Services	100,000	100,000
0	0	1,000	0	5304	Physicals	1,000	1,000
3,945	4,018	4,800	4,437	5316	SDWA Assessment	4,800	4,800
2,083,693	1,932,302	1,800,000	373,332	5317	DCR Disposal	2,000,000	2,000,000
848,278	966,184	1,120,100	558,946	5318	UBWPAB-Assessment	1,122,790	1,122,790
75,752	51,182	115,000	11,571	5319	MWRA-Maintenance	100,000	100,000
22,831	20,000	20,000	0	5320	West Boylston Woodland PS IMA	20,000	20,000
5,732	5,802	6,000	2,364	5340	Pager/Cell Phone	6,000	6,000

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FY 2022 BUDGET

Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
25,320	23,852	34,000	21,947	5342	Radio Lines	34,000	34,000
621,521	858,586	800,000	720,936	5381	Worcester Water	800,000	800,000
14,536	10,423	15,000	3,894	5410	Petro Products	12,500	12,500
5,555	7,584	7,500	2,667	5411	Diesel Fuel	7,500	7,500
2,247	2,841	7,000	1,548	5421	Office Supplies	4,000	4,000
9,463	5,291	10,000	1,187	5440	Property Maintenance	10,000	10,000
24,739	20,424	20,000	12,830	5480	Vehicle Maintenance	25,000	25,000
21,474	22,147	25,000	10,122	5531	Stock	23,000	23,000
6,495	4,367	7,000	1,926	5532	Tools	7,000	7,000
61,548	69,851	80,000	38,255	5535	Chemicals	70,000	70,000
8,706	16,989	15,000	4,252	5538	Misc Patch	15,000	15,000
25,554	33,004	25,000	18,402	5539	New Meters/Repairs	15,000	15,000
44,903	44,903	45,000	18,710	5580	Billing Expenses	45,000	45,000
2,794	3,061	2,500	1,532	5581	Uniforms	2,500	2,500
3,939	3,680	5,000	1,984	5584	Safety Wear	4,000	4,000
24,215	24,826	26,100	29,505	5741	Insurances	26,100	26,100
10,819	7,380	17,000	6,586	5783	Licenses and Training	15,000	15,000
1,712,623	1,708,787	2,000,000	1,063,734	5910	Debt	1,900,000	1,900,000
8,500	8,500	8,500	4,250	5961	Indirect Manager	8,500	8,500
14,500	14,500	14,500	7,250	5961	Indirect Collections	14,500	14,500
10,000	10,000	10,000	5,000	5961	Indirect Accounting	10,000	10,000
33,400	33,400	33,400	16,700	5961	Indirect Mechanics	33,400	33,400
16,000	16,000	16,000	8,000	5961	Indirect IT	16,000	16,000
33,935	0	0	0	5963	Transfer to Capital	0	0
201,863	213,406	80,000	1,700	5810	Capital Outlay	120,000	120,000
0	0	225,000	0	5781	Emergency Reserve (O&M Reserve)	100,000	100,000
45,000	45,000	45,000	45,000	5966 A	Transfer to W/S OPEB	45,000	45,000
7,103,083	7,222,962	7,686,770	3,316,084		*Total Expenses*	7,642,640	7,642,640
7,712,678	7,888,332	8,388,419	3,646,833		*Total Budget*	8,361,812	8,361,812

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. 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 and a green recycling cart. All the carts are equipped with wheels and securely fitting lids.

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. The current five year contract with Casella was renewed for an additional 5 years covering FY18 to FY22 . The FY 2022 costs for recycling and solid waste collection will increase 3% to \$68,072.40 per month for the fiscal year. In Addition to the fixed collection costs Holden pays a per ton disposal fee for both trash and recycling.

Casella processes the recyclable materials at the Single Stream Recycling Facility in Auburn, MA. This facility was a first of its kind recyclable materials sorting facility. In 2014-2015 the recycling market dramatically changed, resulting in a national decrease in the aggregate resale value. This decrease in value was a result of changing regulations and a surplus of materials following the increasing trend of curbside collection and has resulted in a per ton cost to dispose of recycling. Last year, Holden residents recycled approximately 2,000 tons at a cost of \$30 per ton for disposal. This \$30 disposal fee is fixed for the Town's five year contract however, this fee is expected to dramatically increase for FY 23, DEP has estimated the current market rate for the processing of recycling at \$125 a ton.

Residential waste is taken to the Wheelabrator incineration facility in Millbury, 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. 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 an annual increase based on the Consumer Pricing Index for Northeast Urban Wage Earners. FY20 resulted in an increase from \$68.97 to \$69.82,

TOWN OF HOLDEN

FY 2022 BUDGET

based on pricing index trends an increase of approximately \$1.00 per ton is expected for FY 22, resulting in an anticipated cost around \$71.00 per ton. The Town of Holden delivered approximately 5,080 tons of residential trash to Wheelabrator in 2020.

There are two service options available to residents Plan A (65gal. trash/95 gal. recycling) at a cost of \$19.75 a month or Plan B (35gal. trash/35 gal. recycling) at a cost of \$14.50 a month. There are approximately 5,500 residences subscribing to Plan A, and there are 690 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 overflow trash bags for \$8.00 for a sleeve of 5, 35 gallon bags. The current user fees are expected to finance the trash and recycling program until the end of FY22.

The Department of Planning and Development 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 Planning and Development create 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.

Casella is responsible for the storage and purchase of all trash containers and the Town of Holden is responsible for the purchase of all recycling containers. Casella has assumed the responsibility of storing these containers free of charge. Replacement containers and new service deliveries are all handled by Casella for a fee.

Budget Highlights

- Modest increase in costs for trash and recycling to cover the annual 3% increase in fixed collection costs with Casella.
- There is a modest increase anticipated for the disposal per ton at the Wheelabrator trash facility.
- There is no increase per ton for the cost of recycling disposal.
- Current user fees collected for the Solid Waste program will sustain the expenses for FY22

DEPARTMENT Solid Waste Enterprise Fund	FUNCTION Collection/Disposal	FUNCTION CODE 68 Fund
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela A. Harding	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
44,158	43,760	47,776	52,813	5,993	Salary & Wages	53,139	53,139
1,174,055	1,197,605	1,240,950	1,310,341	605,608	Operating Expense	1,357,134	1,357,134
1,218,213	1,241,365	1,288,726	1,363,154	611,601	Total Budget	1,410,273	1,410,273

FINANCING PLAN								
1,213,141	1,284,345	1,376,226	1,310,000	699,643	4210	User Fees	1,365,000	1,365,000
0	0	0	0	0		Fee Increase	0	0
25,789	26,774	31,072	27,000	22,096	4220	Misc/Trash Bags	28,000	28,000
448	286	0	0	0	4240	Large Item Sticker Fee	0	0
2,418	2,225	1,963	2,000	385	4280	Interest	2000	2,000
379	527	738	500	0	4320	Liens	500	500
0	43,105	880	0	0	4975	Other revenue	0	0
1,242,175	1,357,262	1,410,879	1,339,500	722,124		TOTAL REVENUE	1,395,500	1,395,500
0	36,000	0	25,000	25,000		FREE CASH CURRENT YEAR	25,000	25,000
1,218,213	1,241,365	1,288,726	1,363,154	611,601		TOTAL EXPENDITURES	1,410,273	1,410,273
23,962	151,897	122,153	1,346	135,523		CURRENT YEAR BUDGET SURPLUS	10,227	10,227
0	0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0
-36,000	0	-25,000	0	0		FREE CASH USE - NEXT YEAR	0	0
362,642	350,604	502,501	599,654	599,654		PRIOR YEAR BALANCE	601,000	601,000
350,604	502,501	599,654	601,000	735,177		BALANCE	611,227	611,227

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
22,967	19,027	19,263	19,842	0	5110	Dir of Planning and Development	20,039	20,039
3,228	8,409	13,592	13,971	0	5112	Clerical	14,100	14,100
17,963	16,324	14,921	19,000	5,993	5119	Compost Operation	19,000	19,000
44,158	43,760	47,776	52,813	5,993		*Total Salary & Wages*	53,139	53,139
2	2	2	2	2		# Personnel F/T (shared)		3
0	0	0	0	0		# Personnel P/T (shared)		0
354	389	434	500	211	5173	Medicare	500	500
13	13	13	15	8	5174	Life Insurance	15	15
5,854	6,764	8,742	10,000	5,355	5175	Health Insurance	11,000	11,000
5,000	5,475	6,200	7,000	7,000	5177	Retirement	8,000	8,000
371,724	377,387	392,232	430,000	177,045	5250	Disposal Fees	450,000	450,000
33,337	27,817	31,781	36,000	7,888	5251	Toters/Overflow Bags	36,000	36,000
482,643	500,860	508,185	523,430	261,715	5252	Solid Waste Collection	816,869	816,869
244,838	247,445	261,792	269,646	134,823	5253	Recycling		
925	1,390	880	1,600	885	5299	Recycling Program	1,600	1,600
0	0	0	500	0	5343	Postage	500	500
0	0	32	1,000	0	5421	Office Supplies	1,000	1,000
17,367	17,665	18,259	18,000	4,478	5580	Billing Expense	18,500	18,500
0	0	0	250	0	5711	Mileage Reimbursement	250	250
0	0	0	0	0	5741	Insurance/Bad Debt	500	500
9,000	9,200	9,200	9,200	4,600	5961	Indirect Collections	9,200	9,200
3,000	3,200	3,200	3,200	1,600	5961	Indirect Accounting	3,200	3,200
1,174,055	1,197,605	1,240,950	1,310,341	605,608		*Total Expenses*	1,357,134	1,357,134
1,218,213	1,241,365	1,288,726	1,363,154	611,601		*Total Budget*	1,410,273	1,410,273

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 8,613 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on approximately 7,600 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 approximately 6,800 residential structures spread across the Town's 120 miles of public roads. The Inspections Division receives about 1,600 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 2,380 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 by the stipulated the Commonwealth of Massachusetts Secretary of State.

Massachusetts has adopted the 2015 International Building Code (IBC) as promulgated by the International Code Council (ICC) with Massachusetts amendments as the State Building Code. 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 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.

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 Planning and Development. The Inspections Division permitted about \$21.1 million in FY20 and raised approximately \$ 200,000 in fees. The Inspection Division raised fees in FY20 after more than a decade without an increase.

BUDGET HIGHLIGHT

The Department has been requesting a much needed vehicle since 2016 when the Building Commissioner became responsible for all building inspections, prior to this date inspections were conducted by a part time Building Inspector, as well as the Building Commissioner, dividing travel and use of personal vehicles between employees. During a calendar year the Commissioner conducts approximately 900 inspections, this does not include annual Certificate of Occupancies, or the investigation of code violations. This change resulted in a significant amount of travel for one employee to utilize a personal vehicle, particularly for inspections requiring access to constructions sites.

The acquisition of an official vehicle provides a stronger presence of the Building Commissioner as he responds to inspection requests, particularly for after hour events, such a fires and accidents involving structures.

The Inspections account is proposing to utilize funds generated from permit fees in a revolving account to both purchase and maintain an automobile.

Inspections Vehicle	Inspections	\$ 32,000
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DEPARTMENT Inspection Revolving Fund	FUNCTION Inspection Services	FUNCTION CODE 27 Fund
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela A. Harding	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY2021	December YTD	APPROPRIATION SUMMARY	Request FY2022	Manager FY2022
148,143	145,726	124,556	152,905	79,313	Salary & Wages	153,748	153,748 0
79,713	82,229	70,556	91,890	54,460	Operating Expense	128,435	128,435 0
227,856	227,955	195,112	244,795	133,773	Total Budget	282,183	282,183 0

FINANCING PLAN									
33,098	32,725	32,750	30,000	29,880	4420	Wire Fees	38,000	38,000	
58,400	54,955	53,851	50,000	42,770	4421	Plumbing/Gas Fees	62,000	62,000	
143,579	126,915	110,884	110,000	84,170	4422	Building Fees	130,000	130,000	
0	0	0	55,000	0		Fee Increase	.		
0	0	0	0	0	4840	Miscellaneous			
235,077	214,595	197,485	245,000	156,820		TOTAL REVENUE	230,000	230,000	
227,856	227,955	195,112	244,795	133,773		TOTAL EXPEND.	282,183	282,183	
7,221	-13,360	2,373	205	23,047		Current Year Surplus/(Deficit)	-52,183	-52,183	
225,444	232,665	219,305	221,678	221,678		Previous Balance	221,883	221,883	
232,665	219,305	221,678	221,883	244,725		BALANCE	169,700	169,700	

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
52,774	54,340	50,782	52,306	42,753	5111	Building Commissioner	52,829	52,829
46,544	39,691	31,774	32,599	0	5112	Clerical	32,919	32,919
25,095	24,500	22,200	31,000	17,360	5113	Wire Inspector	31,000	31,000
23,030	22,470	19,520	32,000	16,280	5115	Gas/Plumbing Inspector	32,000	32,000
700	4,725	280	5,000	2,920	5119	Building Inspector	5,000	5,000
148,143	145,726	124,556	152,905	79,313		*Total Salary & Wages*	153,748	153,748
3	3	3	3	3		# Personnel F/T (shared)	3	3
5	5	5	5	5		# Personnel P/T (by Inspection)	5	5
1,994	2,088	2,101	2,550	1,366	5173	Medicare	3,000	3,000
81	81	81	90	47	5174	Life Insurance	85	85
30,249	24,509	22,139	25,000	13,560	5175	Health Insurance	26,000	26,000
24,000	26,280	19,000	23,000	23,000	5177	Retirement	25,800	25,800
9,000	9,000	9,000	9,000	4,500	5217	IT Indirect - GIS	9,000	9,000
0	1,200	1,200	1,200	600	5216	Accounting Indirect	1,200	1,200
0	1,200	1,200	1,200	600	5219	Treasurer/Collector Indirect	1,200	1,200
0	0	0	500	0	5301	Advertising	500	500
0	0	0	2,500	0	5303	Consulting Services	2,500	2,500
0	0	0	3,000	0	5307	Peer Review	3,000	3,000
7,000	7,000	8,000	8,000	8,000	5311	Software License/Support	8,000	8,000
3,329	3,936	2,314	4,200	800	5340	Cell Phones	4,200	4,200
0	0	0	400	0	5343	Postage	400	400
75	0	515	1,350	0	5421	Office Supplies	1,350	1,350
700	900	350	750	85	5509	Train/Educ/Programs	750	750
0	79	668	800	348	5510	Technical Ref Books	800	800
0	0	0	1,000	0	5582	Non Capital Equipment	100	100
0	0	0	0	0	5710 N	Vehicle Maintenance/Allowance	3,200	3,200
0	0	0	0	0	N	Capital Cost new Vehicle	30,000	30,000
3,000	5,400	3,743	5,400	1,324	5711	Mileage Reimbursement	5,400	5,400
285	510	245	500	230	5731	Association Dues	500	500
0	46	0	150	0	5732	Publications	150	150
0	0	0	500	0	5733	Expense of Meetings	500	500
0	0	0	800	0	5794	Hardware Purchase	800	800
79,713	82,229	70,556	91,890	54,460		*Total Expenses*	128,435	128,435
227,856	227,955	195,112	244,795	133,773		*Total Budget*	282,183	282,183

CABLE REVOLVING FUND

HOLDEN COMMUNITY TELEVISION

ADMINISTRATION – The administration function includes contracts, purchasing and ordering, billing, services, and utilities. 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, and visiting PEG stations with similar products. We have increased our network support budget to \$13,000 from \$12,000. With an increased network subscription service this budget this will allow us to keep our current subscriptions active. We also will be upgrading our studio cameras and lighting grid at our television studio. These upgrades will allow us to have a more flexible and upgraded video and lighting system. We will also be upgrading our computer systems. Several of our computer systems are considered “vintage” and are no longer supported or updated. These computers are the computers that our volunteers use for editing their video productions. All of these upgrades will give us the ability to create high quality video production in the field and in the studio.

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 and executing of policies and procedures, as well as training interested individuals to produce television programs. This also includes developing and coordinating volunteer support, and implementing outreach programs for local groups.

CATV Studio Camera Upgrade	Cable TV	\$20,000
Mac Pro	Cable TV	\$30,000

DEPARTMENT Cable Revolving Fund	FUNCTION Holden Community Television	FUNCTION CODE
DEPARTMENT HEAD Peter Lukes	PREPARED BY Jay Brunetta	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
91,647	94,577	96,322	105,823	48,451	Salary & Wages	106,815	106,815
161,919	142,592	135,209	243,981	50,103	Operating Expense	251,133	251,133
253,566	237,169	231,531	349,804	98,554	Total Budget	357,948	357,948

FINANCING PLAN							
294,561	300,088	288,789	250,000	0	Charter Access Grant	280,000	280,000
551,267	592,262	655,181	712,872	712,872	Previous Balance	613,068	613,068
	0	433	0	0	PY Encumbrances Closed	0	0
845,828	892,350	944,403	962,872	712,872	Total Revenue	893,068	893,068
253,566	237,169	231,531	349,804	98,554	Less Expenditures	357,948	357,948
592,262	655,181	712,872	613,068	614,318	Ending Balance	535,120	535,120

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
72,813	75,118	76,052	78,334	38,417	5110	Public Access Coord.	79,117	79,117
18,834	19,459	20,270	22,489	10,034	5119	Public Access Ass't PT	22,698	22,698
0	0	0	5,000	0	5118	Seasonal/Temp	5,000	5,000
91,647	94,577	96,322	105,823	48,451		*Total Salary & Wages*	106,815	106,815
1	1	1	1	1		# Personnel F/T	1	1
2	2	2	2	2		# Personnel P/T	2	2
1	1	1	1	1		# Personnel Seasonal	1	1
546	471	473	485	567	5171	Workers Comp Ins.	613	613
1,247	1,300	1,349	1,400	670	5173	Medicare	1,500	1,500
38	38	38	38	22	5174	Life Insurance	38	38
15,954	15,916	17,030	19,000	10,431	5175	Health Insurance	20,000	20,000
14,000	15,330	17,000	18,600	18,600	5177	Regional Retirement	20,950	20,950
14,854	10,063	8,059	12,000	3,495	5212	Utilities	13,000	13,000
1,200	1,300	1,300	1,300	650	5216	Accounting Reimb	1,300	1,300
1,200	1,300	1,300	1,300	650	5219	Treas/Coll Reimb	1,300	1,300
440	1,743	853	2,000	0	5242	Equipment Maint	2,000	2,000
6,799	7,196	11,206	10,200	2,550	5243	Network Support	14,000	14,000
30,060	30,420	30,780	31,000	5,140	5270	Studio Rental	31,600	31,600
3,758	3,482	3,624	2,000	538	5271	Studio Rental Expenses	4,000	4,000
88	47	76	150	0	5343	Postage	150	150
574	657	990	1,000	80	5421	Office Supplies	1,000	1,000
0	285	285	300	0	5422	Printing	300	300
469	527	928	2,000	63	5423	Office Equipment	2,000	2,000
3,825	3,933	3,960	4,000	1,660	5430	Studio Cleaning	4,000	4,000
0		0	400	0	5711	Mileage	400	400
599	400	575	1,000	0	5731	Membership	1,000	1,000
0		0	1,000	0	5733	Expense of Meetings	1,000	1,000
1,152	740	769	808	909	5741	Property/Liability Ins.	982	982
0		29,818	50,000	4,078	5830	Small Equipment Purchase	80,000	80,000
65,116	47,444	4,796	84,000	0	5840	Capital Purchases	50,000	50,000
161,919	142,592	135,209	243,981	50,103		*Total Expense*	251,133	251,133
253,566	237,169	231,531	349,804	98,554		*Total Budget*	357,948	357,948

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, pickleball, wreath making and toning classes. Children’s classes and programs throughout the school year have been very well received. Programs include babysitter’s training, cake decorating, decorating a gingerbread house, kid’s yoga, karate and fitness and conditioning classes. 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.

The capital budget includes \$50,000 for field maintenance.

Field Maintenance	Recreation	\$50,000
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TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Recreation	FUNCTION Recreation	FUNCTION CODE 28-550
DEPARTMENT HEAD Denise Morano	PREPARED BY Denise Morano	

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Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
243,115	248,632	225,030	253,915	159,142	Salary & Wages	253,212	253,212
115,335	154,059	227,604	695,864	92,763	Operating Expense	195,786	195,786
358,450	402,691	452,634	949,779	251,905	Total Budget	448,998	448,998

FINANCING PLAN							
525,224	502,224	284,356	514,913	36,595	Program Fee/Passes	513,724	513,724
16,623	14,854	1,487	20,000	8,422	Snack Bar	20,000	20,000
783,782	867,179	981,566	814,775	814,775	Previous Balance	399,909	399,909
1,325,629	1,384,257	1,267,409	1,349,688	859,792	Total Revenue	933,633	933,633
100,000	0	0	0	0	Transfer to GF (Cover Debt)	0	0
358,450	402,691	452,634	949,779	251,905	Less Expenditures	448,998	448,998
867,179	981,566	814,775	399,909	607,887	Balance	484,635	484,635

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
98,601	101,542	103,671	99,209	55,115	5110	Recreation Director	100,200	100,200
2,958	4,708	5,063	3,726	13,025	5111	Recreation Leader: 8%	3,762	3,762
4,957	4,319	4,406	3,159	11,583	5112	Clerical: 8%	2,670	2,670
28,000	28,840	28,840	28,840	14,420	5116	Labor	28,840	28,840
80,962	85,761	63,838	90,994	64,999	5125	Seasonal Staff	92,814	92,814
27,637	23,462	19,212	27,987	0	5140	Independent Contractors	24,926	24,926
243,115	248,632	225,030	253,915	159,142		*Total Salary & Wages*	253,212	253,212
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
2,185	1,882	1,891	2,346	2,267	5171	Workers Comp Ins	2,346	2,346
8,330	7,074	7,569	8,000	4,636	5175	Health Insurance	9,000	9,000
18,000	19,710	22,000	23,200	23,200	5177	Regional Retirement	26,200	26,200
12,871	9,272	16,988	13,500	8,465	5212	Utilities	14,043	14,043
1,300	1,350	1,350	1,350	675	5216	Accounting Reimb	1,350	1,350
5,800	5,975	5,975	5,975	2,988	5219	Treas/Coll Reimb	5,975	5,975
10,955	12,142	36,588	19,413	24,651	5231	Water/Sewer	21,028	21,028
178	0	0	500	0	5421	Office Supplies	500	500
18,893	17,795	15,993	25,000	7,711	5430	Holden Pool Maint	25,000	25,000
7,183	7,560	9,195	17,500	2,244	5450	Studio Cleaning	15,894	15,894
4,918	6,276	4,711	7,000	1,670	5510	Snack Bar Expense	7,000	7,000
172	338	302	500	0	5511	Committee Expense	500	500
8,607	5,997	6,613	12,780	647	5580	On Line Billing Expense	9,650	9,650
680	400	450	500	0	5581	Uniforms	500	500
4,481	3,591	5,404	5,000	347	5582	Program Supplies	3,500	3,500
4,608	2,961	3,074	3,300	3,634	5741	Property/Liability Ins	3,300	3,300
		0	20,000	0	5734	Open Space/Rec Plan	0	0
0	0	0	0	0	5910	Pool Debt	0	0
6,174	51,736	89,501	530,000	9,628	5830	Capital Outlay	50,000	50,000
115,335	154,059	227,604	695,864	92,763		*Total Expenses*	195,786	195,786
358,450	402,691	452,634	949,779	251,905		*Total Budget*	448,998	448,998

BEFORE/AFTER SCHOOL REVOLVING FUND

BEFORE/AFTER SCHOOL REVOLVING FUND

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

DEPARTMENT Recreation	FUNCTION Before and After School Program	FUNCTION CODE 24-550
DEPARTMENT HEAD Denise Morano	PREPARED BY Denise Morano	

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Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
215,448	221,579	187,851	236,076	0	Salary & Wages	230,882	230,882
108,117	135,847	124,156	148,118	53,748	Operating Expense	111,925	111,925
323,565	357,426	312,007	384,194	53,748	Total Budget	342,807	342,807

						FINANCING PLAN		
220	161	144	175	20	4280	53D Monthly Interest	150	150
319,698	355,978	310,668	381,802	0	4320	Program Fees	334,781	334,781
319,918	356,139	310,812	381,977	20		Total Revenue	334,931	334,931
323,565	357,426	312,007	384,194	53,748		Less Expenditures	342,807	342,807
-3,647	-1,287	-1,195	-2,217	-53,728			-7,876	-7,876
13,475	9,828	8,541	7,346	7,346		Previous Balance	5,129	5,129
9,828	8,541	7,346	5,129	-46,382		Balance	-2,747	-2,747

TOWN OF HOLDEN

FY 2022 BUDGET

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
36,122	36,766	31,444	42,845	0	5111	Recreation Leader 92%	43,265	43,265
31,914	33,200	27,526	36,323	0	5112	Clerical 92%	30,709	30,709
147,412	151,613	128,881	156,908	0	5125	B/A School Staff	156,908	156,908
215,448	221,579	187,851	236,076	0		*Total Salary & Wages*	230,882	230,882
2	2	2	2	2		# Personnel F/T	2	2
31	31	31	31	31		# Personnel P/T	31	31
9	9	9	9	9		# Personnel Seasonal	9	9
1,093	941	954	1,224	1,133	5171	Workers Comp Ins	1,224	1,224
5,683	5,833	5,630	8,700	2,056	5173	Medicare	5,500	5,500
113	113	113	115	66	5174	Life Insurance	76	76
28,151	35,015	37,466	40,000	18,925	5175	Health Insurance	25,000	25,000
18,700	20,477	23,000	24,000	24,000	5177	Regional Retirement	24,000	24,000
11,283	15,534	5,116	14,450	0	5212	Utilities	6,308	6,308
1,900	1,960	1,960	1,960	980	5219	Accounting Reimb	1,960	1,960
8,000	8,250	8,250	8,250	4,125	5216	Treas/Coll Reimb	8,250	8,250
5,114	17,796	19,717	18,706	0	5231	Water/sewer	14,217	14,217
10,281	13,468	9,934	11,423	0	5303	On Line Services	8,250	8,250
613	615	519	650	207	5340	Cell Phone	650	650
0	0	0	500	0	5343	Postage	0	0
605	586	701	500	210	5410	Petro	700	700
2,031	183	88	1,600	0	5421	Office Supplies	1,200	1,200
1,552	1,567	1,377	1,600	0	5422	Printing	500	500
10,264	10,270	7,292	10,900	229	5510	Program Supplies	10,500	10,500
200	230	252	250	0	5581	Summer Uniforms	250	250
91	0	0	150	0	5711	Mileage Reimbursement	100	100
139	239	250	150	0	5731	Dues	250	250
2,304	1,480	1,537	1,700	1,817	5741	Property/Liability Ins	1,700	1,700
0	1,290	0	1,290	0	5783	After School Licenses	1,290	1,290
108,117	135,847	124,156	148,118	53,748		*Total Expenses*	111,925	111,925
323,565	357,426	312,007	384,194	53,748		*Total Budget*	342,807	342,807

STABILIZATION FUND

This is a general stabilization fund established under MGL Chapter 40, Section 5B. This fund can be used for any lawful purpose for which the town could lawfully borrow money.

<i>Financing</i>	FY 18	FY 19	FY 20	FY 21	FY 22
	Approved	Approved	Approved	Approved	Requested
Opening Balance	3,249,114	3,377,731	4,048,042	4,458,311	4,726,772
TRF from Free Cash	500,000	500,000	300,000	200,000	150,000
Interst Earnings	56,109	65,009	99,130	41,773	
Fair Market Value Adj	(77,492)	105,302	11,139	26,688	
Appropriation Into Fund					
Total Additions to Fund	478,617	670,311	410,269	268,461	150,000
<i>Expenditures</i>					
18 Industrial Drive Redevelopment	350,000				
TOTALS	350,000	-	-	-	-
Net Fund Balance	3,377,731	4,048,042	4,458,311	4,726,772	4,876,772

TOWN OF HOLDEN

WATER SEWER STABILIZATION FUND

FY 2022 BUDGET

The Water/Sewer Stabilization fund was created in May 2009 under MGL Chapter 40, section 5B for the purpose of funding Water-Sewer projects, and the acquisition, repair, replacement, extension, reconstruction, enlarging and/or additions to the capital equipment and vehicles used in connection with Water-Sewer projects, and to pay notes, bonds or certificates of indebtedness issued to pay for the cost of such items listed above.

The fund was established with \$252,595 received from the Exxon Mobile MBTE Settlement. Additional funds were transferred into the account from the retained earnings of the Water/Sewer Enterprise

Any funds held in this account that were transferred from the Water/Sewer Enterprise are subject to all of the restrictions imposed on the use of the Town's Water/Sewer Enterprise fund.

Financing	FY 18	FY 19	FY 20	FY 21	FY 22
	Approved	Approved	Approved	Approved	Requested
Opening Balance	183,502	181,971	190,211	194,807	197,568
MBTE Settlement					
Interest Earning	2,767	3,085	4,357	1,809	
Fair Market Value Adjustment	(4,298)	5,155	239	952	
Appropriation					
Free Cash					
Sub Total	181,971	190,211	194,807	197,568	197,568
Expenditures					
Total Expenditures	-	-	-	-	-
Net Fund Balance	181,971	190,211	194,807	197,568	197,568

The Fire Stabilization fund was created in May 2007 under MGL Chapter 40, Section 5B for the purpose of funding the acquisition, repair, replacement, extension, reconstructions, enlarging and/or additions to the capital equipment, vehicles, and apparatus of the Fire Department and to pay notes, bonds or certificates of indebtedness related to the above.

This fund is used to "save money" for the high dollar apparatus purchases and the replacement of ambulances every third year. Appropriating funds into this account annually ensures that funds are available to make these large purchases or reduce the amount that is needed to be borrowed for big

Appropriations into or out of the fund must be approved by two-thirds (2/3) vote at an annual or special town meeting. The purpose of the fund may be altered by town meeting for any lawful purpose for which the town may lawfully borrow money.

Financing	FY18	FY19	FY20	FY21	FY22
	Approved	Approved	Approved	Approved	Requested
Opening Balance	40,546	261,531	403,701	517,608	309,387
Transfer from Free Cash	50,000	100,000	100,000	100,000	100,000
Transfer from Overlay Surplus					
Appropriation					
Interest Earnings	3,909	6,386	11,383	4,404	
Fair Market Value Adj	(2,924)	9,830	2,524	(2,625)	
Unspent Warrant Articles Returned	170,000	25,954			
Appropriation					
Sub Total	261,531	403,701	517,608	619,387	409,387
Expenditures					
Fire Vehicle/Equipment					
Ambulance #3 Replacement				310,000	
TOTALS	-	-	-	310,000	-
Net Fund Balance	261,531	403,701	517,608	309,387	409,387

Established in May 2016 as a special purpose stabilization fund under MGL Chapter 40, Section 5B, for the purpose of funding the costs to acquire real property within the Town of Holden to be held and maintained as open space for the use of the citizens of Holden.

Appropriations into or out of the fund must be approved by two-thirds (2/3) vote at an annual or special town meeting. The purpose of the fund may be altered by town meeting for any lawful purpose for which the town may lawfully borrow money.

Financing	FY 18	FY 19	FY 20	FY 21	FY 22
	Approved	Approved	Approved	Approved	Requested
Opening Balance	51,673	101,543	209,612	266,753	167,717
TRF from Free Cash	50,000	100,000	50,000	50,000	50,000
Interest Earnings	1,529	3,271	5,869	2,285	
Fair Market Value Adj	-1,659	4,798	1,272	-1,155	
Appropriation Into Fund(Holbrook purchase)				99,834	
Total Additions to Fund	49,870	108,069	57,141	150,964	50,000
Expenditures					
Purchase Open Space Salisbury Street				250,000	
TOTALS	0	0	0	250,000	0
Net Fund Balance	101,543	209,612	266,753	167,717	217,717

Established in May 2016 as a special purpose stabilization fund under MGL Chapter 40, Section 5B, for the purposes of upgrading, acquiring and replacing information technology, office, communications or other equipment and related appurtenances necessary for the Wachusett Regional Emergency Communications Center. This fund is partially funded by amounts included in the annual assessments paid to the Town of Holden from the member communities. Funds are collected as part of the annual assessments billed, must be closed to free cash and we vote them into the stabilization fund at the next town meeting. Funds were deposited starting in FY2017. We did not include a technology fee in the the assessment to the member communities in FY20 or FY21 as we received additional grant funding from State 911 to complete necessary upgrades in the dispatcher center and for our infrastructure.

Appropriations into or out of the fund must be approved by two-thirds (2/3) vote at an annual or special town meeting. The purpose of the fund may be altered by town meeting for any lawful purpose for which the town may lawfully borrow money however, we do have an obligation to the communities that contributed to the fund, and we should utilize this fund only for purposes intended.

Financing	FY 18	FY 19	FY 20	FY 21	FY 22
	Approved	Approved	Approved	Approved	Requested
Opening Balance	5,167	21,220	40,806	66,789	67,735
TRF from Free Cash	16,000	18,000	24,000	0	0
Interest Earnings	318	639	1,448	620	
Fair Market Value Adj	-265	947	535	326	
Appropriation Into Fund					
Total Additions to Fund	16,053	19,586	25,983	946	0
Expenditures					
TOTALS	0	0	0	0	0
Net Fund Balance	21,220	40,806	66,789	67,735	67,735

TOWN OF HOLDEN

DPW DEPRECIATION FUND

FY 2022 BUDGET

The "Public Works Depreciation Fund" was established with special legislation that was signed into law on December 7, 2000 as Chapter 328 of the Acts of 2000. Funds are appropriated into the fund by a majority vote at an annual or special town meeting. Funds may be appropriated out of the fund by a majority vote, only for renewals in excess of ordinary repairs, extensions, reconstructions, enlargements and additions to the capital equipment of the public works department of the Town of Holden or to pay notes, bonds, or certificates of indebtedness, issued to pay for the cost of such renewals, in excess of ordinary repairs, extension, reconstruction, enlargements and additions to the capital equipment of the department when such notes, bonds or certificates of indebtedness become due. There is an allowance for the fund to be appropriated for any lawful purpose at a town meeting by a four-fifths vote and at a special town meeting by a nine-tenths vote.

Financing	FY18	FY19	FY20	FY21	FY22
	Approved	Approved	Approved	Approved	Requested
Opening Balance	231,404	279,774	395,915	560,686	671,903
Transfer from W/S Stabilization Fund (3/5 pmts)					
Transfer from Free Cash	50,000	100,000	100,000	100,000	100,000
Previous Interest Earnings					
Appropriation					
Interest Earnings	4,239	6,293	11,205	5,020	
Fair Market Value Adjustment	(5,869)	9,848	2,514	6,197	
Unspent Balance Returned			51,052		
Sub Total	279,774	395,915	560,686	671,903	771,903
Expenditures					
TOTALS	-	-	-	-	-
Net Fund Balance	279,774	395,915	560,686	671,903	771,903

[illegible]

TOWN OF HOLDEN**FY 2022 BUDGET**

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Request FY 2022	Manager FY 2022
HUMAN SERVICES							
Veterans Benefits	64,431	71,388	74,007	90,961	30,832	86,160	86,160
Senior Citizens	262,882	266,871	264,941	295,301	124,417	298,590	298,590
TOTAL	327,313	338,259	338,948	386,262	155,249	384,750	384,750

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.

TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Human Services	FUNCTION Veterans Services	FUNCTION CODE 01-543
DEPARTMENT HEAD Peter Lukes	PREPARED BY Bradford Sherblom	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
13,118	17,426	17,468	20,361	7,986	5120	Veterans Agent	20,560	20,560
13,118	17,426	17,468	20,361	7,986		*Total Salary & Wages*	20,560	20,560
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
51,174	53,726	56,454	70,000	22,761	5770	Aid & Assistance	65,000	65,000
85	158	85	500	85	5792	Veterans' Programs	500	500
54	78	0	100	0	5343	Postage	100	100
51,313	53,962	56,539	70,600	22,846		*Total Expense*	65,600	65,600
64,431	71,388	74,007	90,961	30,832		*Total Budget*	86,160	86,160

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 15,231/year. At the EOE's suggested rate of \$17.06/hour this represents about \$259,841.00 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, 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, home delivered meals, transportation, support services and partner with the Gale Free Library and Wachusett Food Pantry to offer programs to homebound elders 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 EOE 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 less than half of the total rides.) Trips are for medical appointments, grocery shopping, and attendance at nutrition, health, cultural, educational 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 Elder Services of Worcester Area, Inc. 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.

CAPITAL SPENDING: The Council on Aging's Capital Budget request for FY22 are to replace 3 of the 6 exterior and interior heating/air conditioning units including the interior coils. We estimate the cost to be around \$35,000. We placed this as our capital expenditure over the next two years because their life expectancy is between 15 and 20 years. Although they have been appropriately maintained, they are presently between 19 and 20 years old and have shown the beginning signs of working inappropriately/failure.

SENIOR CENTER	BM	HVAC - Replace Unit Ext & Int and Coils	CASH	\$35,000
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TOWN OF HOLDEN

FY 2022 BUDGET

DEPARTMENT Human Services	FUNCTION Senior Citizens	FUNCTION CODE 01-541
DEPARTMENT HEAD Peter Lukes	PREPARED BY Peter Lukes	

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
39,712	40,513	41,650	42,734	20,957	5112	Clerical	43,154	43,154
72,815	75,118	76,052	78,334	38,417	5113	Director of Senior Services	79,117	79,117
36,697	36,376	39,287	44,117	19,579	5114	Outreach Workers	45,208	45,208
17,418	17,765	16,469	18,736	5,931	5116	Program Coordinator	18,924	18,924
222	0	0	2,000	0	5118	Custodian	2,000	2,000
68,356	70,627	66,438	78,730	25,151	5119	Transportation	79,537	79,537
235,220	240,399	239,896	264,651	110,035		*Total Salary & Wages*	267,940	267,940

4	4	4	4	4		# Personnel F/T	4	4
8	7	7	7	6		# Personnel P/T	6	6

2,203	990	1,403	1,800	990	5242	Maint of Equipment	1,800	1,800
577	585	604	600	245	5340	Cell Phone	600	600
368	410	472	450	0	5343	Postage	450	450
7,187	7,784	5,566	8,800	846	5410	Petro Products	8,800	8,800
1,099	1,300	1,165	1,300	341	5421	Office Supplies	1,300	1,300
0		1,073	0	0	5430	Building Maintenance	0	0
2,328	536	6,679	2,000	487	5480	Bus Maintenance	2,000	2,000
6,679	6,679	570	6,800	6,679	5490	Nutrition Program	6,800	6,800
698	688	7,513	1,400	0	5711	Outreach Mileage	1,400	1,400
6,523	7,500		7,500	4,794	5792	Programs	7,500	7,500
27,662	26,472	25,045	30,650	14,382		*Total Expenses*	30,650	30,650
262,882	266,871	264,941	295,301	124,417		*Total Budget*	298,590	298,590

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	ASSESSMENT EDUCATION	Request FY 2022	Manager FY 2022
17,626,751	18,233,370	19,225,254	20,061,939	9,612,627	Wachusett Regional School District	20,663,797	20,663,797
5,633,755	6,787,692	7,306,064	8,142,799	3,653,032	Voluntary Contribution	8,387,083	8,387,083
1,884,700	2,004,018	2,204,518	2,290,978	1,102,260	WRSD Transportation	2,359,707	2,359,707
1,003,727	1,022,241	1,050,540	1,110,997	525,270	New High School Debt (Const)	1,110,997	1,110,997
39,878	39,726	39,434	39,434	19,717	Debt (Oil Remediation)	39,434	39,434
26,188,811	28,087,047	29,825,810	31,646,147	14,912,906	*Total WRSD*	32,561,018	32,561,018
760,268	833,376	893,959	930,226	465,113	Vocational Education Tuition		
7,436	0	0	30,000	0	Montachusett Vocational	958,133	958,133
22,149	0	0	24,000	14,417	Out of District Vocational Transportation	30,000	30,000
					Out of District Vocational Tuition	28,834	28,834
789,853	833,376	893,959	984,226	479,530	*Total Vocational Tuition*	1,016,967	1,016,967
26,978,664	28,920,423	30,719,769	32,630,373	15,392,436	*Total Expenses*	33,577,985	33,577,985
26,978,664	28,920,423	30,719,769	32,630,373	15,392,436	*Total Budget*	33,577,985	33,577,985

947,612

TOWN OF HOLDEN**FY 2022 BUDGET**

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	Request FY 2022	Manager FY 2022
CULTURE							
Gale Free Library	855,020	872,556	794,020	928,270	429,898	936,999	930,499
Historical Commission	2,552	2,324	1,996	3,500	422	3,500	3,500
TOTAL	857,572	874,880	796,016	931,770	430,320	940,499	933,999

GALE FREE LIBRARY

Gale Free Library is level-funded for FY22. The added line to meet the state's Municipal Appropriation Requirement is included. This is an increase of \$2,291 from FY21, which is a one-quarter percent (0.25%) increase. The Capital Budget includes a plan to replace windows in the old section of the building over a five year period.

The Holden Gale Free Library provides library services to all residents of Holden and 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 a budget to Trustees, oversees library operations (including collection development, programming and all publicity), participates in long-range planning, provides direct public service, represents Holden to the state, serves as department head to the town manager, and represents the library to the community.

INFORMATION AND REFERENCE SERVICES

Patrons are able to seek information and receive assistance with 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 is a fundamental tenant of the library, and is an asset to the Holden community. Patrons can directly place holds on items while at the library or at home. Downloadable books, streaming music and movies and access to databases are also available in house and at home. The local history room provides many resources unavailable elsewhere and is accessible to the public. Two genealogy databases are very popular and accessed regularly. 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, Lego programs and a summer reading program. A major focus of the library's service to introduce children to the love of reading and assist parents with appropriate reading level material and 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 computers and wireless access for students as well as assistance with devices. Staff also 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, magazines hardcopy and digital, streaming movies, 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.

CAPITAL REQUESTS

Wooden Windows	CASH	\$6,000
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DEPARTMENT	FUNCTION	FUNCTION CODE
Gale Free Library	Library Services	01-610
DEPARTMENT HEAD	PREPARED BY	
Susan Scott	Susan Scott	
NOTES		

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD		Object Description	Request FY 2022	Manager FY 2022
92,217	95,135	99,131	99,208	48,653	5110	Library Director	100,199	100,199
135,124	140,601	140,414	135,936	66,038	5111	Librarians Salaried	139,581	139,581
371,771	376,106	303,790	437,200	184,225	5112	Assistant Librarians	439,190	439,190
599,112	611,842	543,335	672,344	298,916		*Total Salary & Wages*	678,970	678,970
7	7	7	7	11		# Personnel F/T	11	11
11	12	12	12	8		# Personnel P/T	8	8

15,966	18,116	14,074	20,500	6,537	5212	Utilities	20,500	18,500
10,715	9,526	8,519	9,000	727	5214	Fuel	9,000	9,000
3,161	3,006	3,314	3,700	1,214	5231	Water/Sewer	3,700	3,700
4,977	3,515	2,462	5,700	601	5242	Equipment Maintenance	5,700	4,700
33,720	34,535	35,706	36,633	36,633	5243	CW MARS	35,600	35,600
4,392	8,453	8,807	8,000	3,564	5247	Capital Equip. Maint	8,000	8,000
1,790	1,775	2,118	1,500	0	5249	Alarm/Monitor	1,500	1,500
1,224	2,292	2,074	2,295	1,230	5340	Cell Phone	2,295	2,295
251	667	688	550	69	5343	Postage	550	550
4,531	2,670	5,371	4,000	1,576	5421	Office Supplies	4,000	3,500
5,917	4,360	6,209	5,500	5,048	5423	Material Processing	5,500	5,500
12,029	16,902	6,980	12,000	6,162	5430	Building Maintenance	12,000	9,000
711	0	0	0	0	5450	Cleaning	0	0
140	442	0	300	435	5731	Association Dues	300	300
138,892	134,389	141,359	136,448	62,168	5732	Books	139,584	139,584
432	789	448	300	59	5733	Expense of Meetings	300	300
17,060	19,277	12,556	9,500	4,959	5794	Technology Equipment	9,500	9,500
255,908	260,714	250,685	255,926	130,982		*Total Expenses*	258,029	251,529
855,020	872,556	794,020	928,270	429,898		*Total Budget*	936,999	930,499

2022 MAR = \$930,560

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 a 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 a 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.

TOWN OF HOLDEN

FY 2022 BUDGET

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

NOTES

Actual FY 2018	Actual FY 2019	Actual FY 2020	Budget FY 2021	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
2,552	2,324	1,996	3,500	422	Operating Expense	3,500	3,500
2,552	2,324	1,996	3,500	422	*Total Budget*	3,500	3,500

Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021	December YTD	Object Description	Request FY 2022	Manager FY 2022
387	379	401	400	158	5212 Utilities	400	400
1,610	1,447	1,595	2,000	264	5214 Fuel	2,000	2,000
0	0	0	100	0	5231 Water/Sewer	100	100
555	0	0	800	0	5249 Alarm Monitor	800	800
0	498	0	200	0	5430 Miscellaneous Repairs	200	200
2,552	2,324	1,996	3,500	422	*Total Expense*	3,500	3,500
2,552	2,324	1,996	3,500	422	*Total Budget*	3,500	3,500

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2022 – FY 2026 was developed by the Town Manager's Office using input from Departments. The 5-Year Capital Plan provides us with the opportunity to plan our investments in major equipment, vehicles, and infrastructure over the near term and allows us to react to changes from year to year.

When reviewing capital project requests, various criteria are taken into consideration in order to properly budget and prioritize them. Most capital projects are aimed at supporting the Town's valuable infrastructure and making improvements and investments in our aging capital assets such as school or municipal buildings. Other projects are for replacing important vehicles such as the Police Department patrol cars.

Some of the larger projects of note in the FY 2022 Capital Budget are: replacement of two Police Department patrol cars, HVAC replacement at the Senior Center, Jaws of Life replacement for Holden EMS, and playing field maintenance.

The FY 2022 Capital Plan recommends the expenditure of \$893,000 in cash. This amount is down significantly from last year and represents only a fraction of what was requested by Department Heads and what had been presented previously in the Town's Five Year Capital Plan. There are no General Fund borrowings but \$1,920,000 from Water/ Sewer Enterprise Fund cash and borrowings are recommended. An additional \$747,739 is recommended for acquisitions to be funded from other sources such as Chapter 90 Revenue, DPW Depreciation Fund, Recreation Revolving Fund, and CATV Fund. The total investment for Capital acquisitions and improvements for FY 2022, is \$3,560,739. This total is also supported through sources of funding other than taxpayers such as Recreation Revolving and the Holden Community Cable TV Revolving Fund.

The capital budget also contains the 5-Year History of Capital Expenditures FY17 – FY21, as voted at Town Meeting. This is informational and shows our ongoing commitment to and investments in our valuable town infrastructure, vehicles, and equipment.

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

Town of Holden
Five Year Capital Plan FY2022-2026

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2022	2023	2024	2025	2026	Grand Total
TOWN MANAGER-IT	ER	Network Switch		\$20,000					\$20,000
		Microsoft Office 365 Cloud/Extend Lease			\$52,902				\$52,902
TOWN MANAGER - IT				\$20,000	\$52,902	\$0	\$0	\$0	\$72,902
POLICE	VR	Cruisers (2)		\$110,000	\$125,000	\$130,000	\$135,000	\$140,000	\$640,000
	ER	Protective Vests				\$25,000			\$25,000
		Patrol Rifles			\$8,000				\$8,000
		Taser Replacement					\$22,000		\$22,000
POLICE				\$110,000	\$133,000	\$155,000	\$157,000	\$140,000	\$695,000
FIRE-EMS	ER	Hose - 4" and Hydrant Appliances		\$28,000					\$28,000
		PPE		\$12,000	\$12,000	\$15,500	\$18,000	\$18,000	\$75,500
		Thermal Imaging Camera (2)			\$12,000			\$15,000	\$27,000
		Lucas Press (CPR)				\$15,000		\$15,000	\$30,000
		Lifepak 15 Monitor/Defibrillator					\$65,000		\$65,000
		Jaws of Life Tool Replacement E1		\$50,000				\$55,000	\$105,000
	VR	Squad Car			\$70,000				\$70,000
		Ambulance	FIRE STABILIZATION			\$325,000			\$325,000
		Deputy Chief's Vehicle				\$55,000			\$55,000
		Tower Truck Replacement	BORROWING				\$1,000,000		\$1,000,000
FIRE-EMS				\$90,000	\$94,000	\$410,500	\$1,083,000	\$103,000	\$1,780,500
PUBLIC SAFETY BLDG	ER	Network Switch		\$20,000					\$20,000
		Uninterrupted Power Supply Battery Replacement						\$7,000	\$7,000
		Uninterrupted Power Supply Unit Replacement					\$40,000		\$40,000
PUBLIC SAFETY BLDG				\$20,000	\$0	\$0	\$40,000	\$7,000	\$67,000
DPW-ENGINEERING	II	Culvert/Bridge Assessments		\$6,000	\$65,000				\$71,000
		Culvert Rehabilitation		\$60,000	\$70,000	\$70,000	\$70,000	\$70,000	\$340,000
		Catch Basin Cleaning Contract		\$90,000					\$90,000
		Drainage Outfall Screening/Sampling		\$21,000					\$21,000
		Speed Radar Signs		\$20,000					\$20,000
		Catchment Area Investigation		\$15,000	\$15,000	\$15,000			\$45,000
	VR	Light Duty SUV, Truck #32 (50%)			\$15,000				\$15,000
DPW-ENGINEERING SUB-TOTAL				\$212,000	\$165,000	\$85,000	\$70,000	\$70,000	\$602,000
DPW-HIGHWAY	II	LOCAL ROADS/ SIDEWALKS		\$325,000	\$325,000	\$325,000	\$325,000		\$1,300,000
		CHAPTER 90	STATE REIMB	\$615,739	\$615,739	\$615,739	\$615,739		\$2,462,956
	VR	Street Sweeper #33			\$200,000				\$200,000
		F350 Truck w/Plow #62			\$60,000				\$60,000
		F350 Truck w/Fuel Tank #45				\$60,000			\$60,000
		F350 Truck w/Plow #10		\$60,000					\$60,000
		F550 Truck w/Dump and Plow #18				\$130,000			\$130,000
		10-Wheel Truck w/Dump/Sander/Plow/Wing #14	BORROWING				\$275,000		\$275,000
		10-Wheel Truck w/Dump/Sander/Plow/Wing #16	BORROWING				\$275,000		\$275,000

Town of Holden
Five Year Capital Plan FY2022-2026

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2022	2023	2024	2025	2026	Grand Total
		Sidewalk Plow #65					\$180,000		\$180,000
		F550 Truck w/Dump/Sander/Plow/Wing #48					\$150,000		\$150,000
		F550 Truck w/Dump/Sander/Plow/Wing #19					\$150,000		\$150,000
		Catch Basin Cleaner #35					\$275,000		\$275,000
		Backhoe						\$160,000	\$160,000
	ER	Walk Behind Road Saw		\$5,000					\$5,000
		Air Compressor			\$25,000				\$25,000
		3-5 Ton Roller				\$40,000			\$40,000
		Tag Trailer				\$15,000			\$15,000
	NEW	Concrete Core Drill		\$10,000					\$10,000
DPW-HIGHWAY SUB-TOTAL				\$1,015,739	\$1,225,739	\$1,185,739	\$2,245,739	\$160,000	\$5,832,956
DPW-B&G	VR	Cemetery Utility Buggy 4x4 w/Dump				\$20,000			\$20,000
		Cemetery Tractor/Backhoe				\$50,000			\$50,000
		Town Pool Tractor					\$15,000		\$15,000
		F350 Pickup w/Plow #38			\$60,000				\$60,000
		F550 Truck w/Dump/Plow/Wing #56			\$150,000				\$150,000
		F550 Truck w/Dump/Plow/Wing #40					\$150,000		\$150,000
	ER	Roadside Mower #61			\$150,000				\$150,000
		Sports Field Large Mower #53				\$70,000			\$70,000
		Filed Tractor w/ Backhoe					\$40,000		\$40,000
DPW-B&G SUB-TOTAL				\$0	\$360,000	\$140,000	\$205,000	\$0	\$705,000
DPW				\$1,227,739	\$1,750,739	\$1,410,739	\$2,520,739	\$230,000	\$7,139,956
LIBRARY	BM	Wooden Windows		\$6,000					\$6,000
		Blind Replacements			\$3,500				\$3,500
		Children's Room Furniture				\$5,000			\$5,000
LIBRARY				\$6,000	\$3,500	\$5,000	\$0	\$0	\$14,500
SENIOR CENTER	BM	HVAC - Replace Unit Ext & Int and Coils		\$35,000	\$35,000				\$70,000
		Carport for Vans				\$20,000			\$20,000
		Replace Refrigerator and Freezer units					\$9,500		\$9,500
		Replace Office Furniture						\$6,500	\$6,500
SENIOR CENTER				\$35,000	\$35,000	\$20,000	\$9,500	\$6,500	\$106,000
WATER/SEWER	II	SCADA Planning/Design	Water/Sewer	\$100,000					\$100,000
		Water Main Replacement and/or Lining	BORROWING	\$1,000,000	\$1,200,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,200,000
		Inflow/Infiltration Removal	BORROWING		\$120,000	\$1,100,000	\$215,000	\$230,000	\$1,665,000
		Sewer Pump Stations	BORROWING	\$500,000	\$700,000				\$1,200,000
		Water Meter Replacement	BORROWING	\$300,000					
		Spring Street Water Treatment Plant	BORROWING				\$100,000	\$2,000,000	\$2,100,000
		Steele Street Tank Evaluation	Water/Sewer			\$60,000	\$900,000		\$960,000
		Water Tank Inspections	Water/Sewer	\$20,000				\$20,000	\$40,000
	VR	Truck #2, F350 w/plow	Water/Sewer		\$60,000				\$60,000
		Truck #3, F350 w/plow	Water/Sewer		\$60,000				\$60,000
		Truck #50, F350 w/plow	Water/Sewer		\$60,000				\$60,000
		Light Duty SUV, Truck #32 (50%)	Water/Sewer		\$15,000				\$15,000
		Light Duty SUV, Truck #80	Water/Sewer		\$30,000				\$30,000

Town of Holden
Five Year Capital Plan FY2022-2026

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2022	2023	2024	2025	2026	Grand Total
		Truck #5, F550 Utility w/crane, hydr & compressor	Water/Sewer		\$130,000				\$130,000
		Truck #7, F550 w/dump & plow	Water/Sewer			\$110,000			\$110,000
		Truck #67, F350 Utility w/crane & plow	Water/Sewer				\$70,000		\$70,000
WATER/SEWER				\$1,920,000	\$2,375,000	\$2,270,000	\$2,285,000	\$3,250,000	\$12,100,000
CATV		CATV Studio Camera Upgrade	Cable TV	\$20,000	\$20,000	\$20,000			\$60,000
		Remote Studio/ Upgrades	Cable TV		\$23,000	\$23,000			\$46,000
		Mac Pro	Cable TV	\$30,000			\$15,000		\$45,000
		Broadcast Automation	Cable TV					\$95,000	\$95,000
CATV				\$50,000	\$43,000	\$43,000	\$15,000	\$95,000	\$246,000
RECREATION	PM	Field Maintenance	Recreation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		Court Maintenance	Recreation		\$50,000				\$50,000
		Playground Surfaces/ Equipment	Recreation		\$75,000	\$75,000			\$150,000
		Pool Re-Caulking	Recreation		\$10,000	\$15,000			\$25,000
		Skate Park or Dog Park - Eagle Lake	Recreation				\$75,000		\$75,000
		Water Slide - pool	Recreation			\$175,000			\$175,000
		Replace Conference Room Furniture	Recreation					\$10,000	\$10,000
RECREATION				\$50,000	\$185,000	\$315,000	\$125,000	\$60,000	\$735,000
INSPECTIONS	NEW	Inspections Vehicle	Inspections	\$32,000					\$32,000
INSPECTIONS				\$32,000	\$0	\$0	\$0	\$0	\$32,000
Grand Total				\$3,560,739	\$4,672,141	\$4,629,239	\$6,235,239	\$3,891,500	\$22,988,858

KEY:
 BM-BUILDING MAINTENANCE
 ER-EQUIPMENT/REPLACEMENT/UPGRADES
 II-INFRASTRUCTURE IMPROVEMENTS
 MR-MAJOR REPAIRS

 PM-PARK /REC MAINTENANCE
 VR-VEHICLE REPLACEMENT

SUMMARY	FY	FY	FY	FY	FY	
FUNDING SOURCE	2022	2023	2024	2025	2026	Grand Total
BOND - GENERAL FUND	\$0	\$0	\$0	\$1,550,000	\$0	\$1,550,000
CASH APPROPRIATION	\$893,000	\$1,453,402	\$1,060,500	\$1,644,500	\$486,500	\$5,537,902
DPW FACILITY	\$0	\$0	\$0	\$0	\$0	\$0
CHAFFINS FIRE STATION	\$0	\$0	\$0	\$0	\$0	\$0
OTHER - CH 90/REC/CATV	\$747,739	\$843,739	\$973,739	\$755,739	\$155,000	\$3,475,956
OTHER - FIRE STBL/DPW DEPR	\$0	\$0	\$325,000	\$0	\$0	\$325,000
Sub-Total w/out DPW Facility	\$1,640,739	\$2,297,141	\$2,359,239	\$3,950,239	\$641,500	\$10,888,858
BOND - W/S	\$1,800,000	\$2,020,000	\$2,100,000	\$1,215,000	\$1,230,000	\$8,365,000
CASH - W/S	\$120,000	\$355,000	\$170,000	\$1,070,000	\$2,020,000	\$3,735,000
WS Sub-Total	\$1,920,000	\$2,375,000	\$2,270,000	\$2,285,000	\$3,250,000	\$12,100,000
Grand Total w/out DPW Facility	\$3,560,739	\$4,672,141	\$4,629,239	\$6,235,239	\$3,891,500	\$22,988,858
GRAND TOTAL	\$3,560,739	\$4,672,141	\$4,629,239	\$6,235,239	\$3,891,500	\$22,988,858

Town of Holden
Five Year Capital Budget History -- 2017 - 2021
(As Voted at Town Meeting)

DEPARTMENT	EXPENDITURE	2017	2018	2019	2020	2021	GRAND TOTAL
FIRE							
	Hose 5,300 ft. - 4"	\$32,000					\$32,000
	PPE	\$12,000	\$25,000	\$12,000	\$18,000	\$12,000	\$79,000
	Engine #2 Replacement	\$600,000					\$600,000
	Fire Chief's Vehicle - Chevy Tahoe				\$55,000		\$55,000
	Thermal Imaging Camera (2)			\$16,500			\$16,500
EMS							
	Defibrillator	\$58,000					\$58,000
	Video Laryngoscopes	\$10,000					\$10,000
	Infusion Pumps	\$16,000					\$16,000
	Ambulance		\$300,000			\$310,000	\$610,000
	Lifepak 15 monitor/defibrillator				\$30,000		\$30,000
	Fire & EMS Sub-Total	\$728,000	\$325,000	\$28,500	\$103,000	\$322,000	\$1,506,500
LIBRARY							
	Replacement of Light Fixtures	\$60,000					\$60,000
	Stone Work - Walls/Walkway				\$4,000		\$4,000
	Reference/ Computer Furniture						\$0
	Library Subtotal	\$60,000	\$0	\$0	\$4,000	\$0	\$64,000
POLICE							
	Cruisers	\$74,000	\$84,000	\$90,000	\$92,000	\$65,000	\$405,000
	SUV Truck #11	\$31,000					\$31,000
	Protective Vests	\$25,000					\$25,000
	Police Sub-Total	\$130,000	\$84,000	\$90,000	\$92,000	\$65,000	\$461,000
PS FACILITY							
	Police Garge Floor Coating			\$30,000			\$30,000
	Fire Garage Floor Coating			\$60,000			\$60,000
	PS Faciltiy Sub-Total	\$0	\$0	\$90,000	\$0	\$0	\$90,000
PUBLIC WORKS							
ADMIN.							
	1420 Main St. Parking Lot (50%)						\$0
	Truck #8 Light Duty SUV				\$15,000		\$15,000
	Road Sensor/ Salt Spreader						\$0
ENGINEERING							
	Heavy Duty SUV Truck #49				\$27,500		\$27,500
	Bridge Replacement Master Plan			\$50,000	\$50,000	\$50,000	\$150,000
	Catch Basin Cleaning Contract					\$90,000	\$90,000
	Drainage Outfall Assessment Dry Weather					\$21,000	\$21,000

DEPARTMENT	EXPENDITURE	2017	2018	2019	2020	2021	GRAND TOTAL
HIGHWAY	Traffic Signal Upgrades	\$60,000	\$50,000	\$50,000			\$160,000
	Sidewalk / Trench Paver						\$0
	Sidewalk Plow/ Blower		\$85,000				\$85,000
	Specialty Plow Blades					\$50,000	\$50,000
	Asphalt Reheater/ Trailer (50%)						\$0
	Wyoming Drive Culvert	\$200,000					\$200,000
	LOCAL ROADS/ SIDEWALKS	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
	CHAPTER 90	\$613,000	\$613,423	\$615,739	\$613,000	\$615,739	\$3,070,901
	1-Ton Roller		\$20,000				\$20,000
	New Bucket Catch Basin Cleaner					\$6,000	\$6,000
	Truck #44 Sidewalk Tractor/plow				\$150,000		\$150,000
	Loader w/ Wing Plow		\$270,000				\$270,000
	Rehab Rubber Tire Excavator #55					\$40,000	\$40,000
	Soil Material Disposal Cemetery			\$65,000			\$65,000
	Truck #6 F350 w/Plow			\$50,000			\$50,000
	F350 w/ Fuel Tank		\$110,000				\$110,000
	10-Wheel Dump w/ Wing Plow #12	\$280,000					\$280,000
	8-Ton Split Tilt Trailer			\$15,000			\$15,000
	Vibratory Plate Compactor			\$10,000			\$10,000
	Hook and Haul Water Tank			\$30,000			\$30,000
MECHANICS	Truck w/ Plow						\$0
BUILDINGS & GROUNDS	Trout Brook Pavillion Upgrades		\$18,000				\$18,000
	Tractor/ Mower		\$15,000				\$15,000
	Brush Chipper				\$50,000		\$50,000
	Truck #58 F350 Pickup w/Plow				\$60,000		\$60,000
	F350 Utility Body w/ Plow		\$70,000				\$70,000
	Zero Turn Mower			\$15,000			\$15,000
	Boom Flail Mower Head Replacement			\$16,000	\$35,000		\$51,000
	Truck #37 F550 Dump w/Plow			\$125,000			\$125,000
	Truck #42 Utility Van			\$40,000			\$40,000
	Misc Building Repairs					\$15,000	\$15,000
	Waste Wood Removal - Cemetery					\$18,000	\$18,000
	Replacement Tires Roadside Mower #61					\$6,000	\$6,000
	DPW Facility Industrial Equipment Purchase					\$360,000	\$0
	DPW Sub-Total	\$1,478,000	\$1,576,423	\$1,406,739	\$1,325,500	\$1,596,739	\$7,023,401

DEPARTMENT	EXPENDITURE	2017	2018	2019	2020	2021	GRAND TOTAL
DPW WATER/ SEWER							
	SCADA Planning/Design		\$150,000	\$400,000	\$450,000	\$450,000	\$1,450,000 borrc
	Asphalt Reheater/ Trailer (50%)	\$60,000					\$60,000
	Water Main Replacement	\$850,000	\$825,000	\$700,000	\$170,000	\$1,000,000	\$3,545,000
	Inflow/Infiltration Removal	\$365,000	\$170,000	\$90,000		\$950,000	\$1,575,000
	Heritage Lane Sewer Pump Station		\$840,000		\$340,000		\$1,180,000 borrc
	Water System Master Plan		\$100,000	\$75,000		\$60,000	\$235,000
	Lincoln/ Jefferson Pump Sta	\$350,000					\$350,000
	Risk and Resilience Assessment					\$20,000	\$20,000
	Sycamore Dr. Pump Station		\$280,000				\$280,000
	Princeton St.Sewer Pump Sta	\$280,000					\$280,000
	Large Meter Replacement		\$75,000				\$75,000
	Sidewalk Plow/ Blower		\$85,000				\$85,000
	Landscape Trailer		\$15,000				\$15,000
	F350 w/ Plow #4	\$105,000					\$105,000
	Pipe Saw				\$12,000		\$12,000
	Jefferson Water Tank Rehab			\$75,000	\$1,300,000		\$1,375,000 borrc
	Town Wide Meter Replacemnet			\$1,000,000	\$500,000		\$1,500,000 borrc
	Truck #49 Engineering/Plow SUV				\$27,500		\$27,500
	Zero Turn Mower			\$10,000			\$10,000
	Water/ Sewer Subtotal	\$2,010,000	\$2,540,000	\$2,350,000	\$2,799,500	\$2,480,000	\$12,179,500
RECREATION							
	Backstop -- Jefferson	\$15,000					\$15,000
	Field Maintenance				\$30,000	\$100,000	\$130,000
	Trout Brook Pavillion			\$65,000			\$65,000
	Court Maintenance	\$25,000	\$30,000			\$10,000	\$65,000
	Playground Surfaces/ Equipment	\$15,000			\$10,000	\$35,000	\$60,000
	Lap Pool Re-Caulking		\$15,000	\$15,000			\$30,000
	Tennis Backboard			\$8,000			\$8,000
	Davis Hill Soccer Field #2			\$35,000			\$35,000
	Dawson Tennis Court Maintenance				\$12,000		\$12,000
	Dawson Rec Basketball Courts				\$10,000		\$10,000
	Pickleball Court				\$2,000		\$2,000
	Shade Structures - Pool					\$20,000	\$20,000
	Fencing - Dawson Basketball					\$15,000	\$15,000
	Pool Plumbing Upgrades					\$150,000	\$150,000
	Pool Slide Replacement					\$250,000	\$250,000
	Recreation Subtotal	\$55,000	\$45,000	\$123,000	\$64,000	\$580,000	\$867,000

DEPARTMENT	EXPENDITURE	2017	2018	2019	2020	2021	GRAND TOTAL
SENIOR CENTER							
	Carpeting	\$20,000					\$20,000
	Interior Painting						\$0
	Kitchen Refrigerator/Stove		\$10,000				\$10,000
	Roof Replacement/ Repairs	\$35,000	\$55,000	\$50,000			\$140,000
	Town COA Van 30%				\$20,000	\$30,000	\$50,000
	Senior Center Subtotal	\$55,000	\$65,000	\$50,000	\$20,000	\$30,000	\$220,000
TOWN CLERK							
	Voting Equipment	\$49,000		\$11,040			\$60,040
ASSESSOR							
	Vision Upgrade			\$25,000			\$25,000
	Desktop Office Computer Replacements				\$3,000		\$3,000
	Annual RRC Software Maintenance (Cloud)				\$1,500		\$1,500
	Assessor Subtotal	\$0	\$0	\$25,000	\$4,500	\$0	\$29,500
TOWN MANAGER - IT							
	Hardware Updates	\$25,000	\$15,000	\$15,000	\$15,000		\$70,000
	SAN Upgrade	\$37,000					\$37,000
	UPS Battery Replacement					\$1,100	\$1,100
	UPS Battery Replacement (PSB)					\$8,108	\$8,108
	Town Manager Subtotal	\$62,000	\$15,000	\$15,000	\$15,000	\$9,208	\$116,208
HOLDEN COMMUNITY TV							
	CATV Studio Camera Upgrade	\$25,000	\$95,000	\$99,170	\$55,000	\$70,000	\$344,170
	Remote Studio/ Upgrades	\$100,000	\$120,000			\$14,000	\$234,000
	Memorial Hall Lighting			\$4,000	\$21,000		\$25,000
	Mac Pro Upgrade				\$14,000		\$14,000
	CATV Subtotal	\$125,000	\$215,000	\$103,170	\$90,000	\$84,000	\$617,170
Grand Total		\$4,752,000	\$4,865,423	\$4,292,449	\$4,517,500	\$5,166,947	\$23,234,319