

Town of Holden • Massachusetts



FY 2020 BUDGET

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FY 2020

BUDGET CALENDAR

Department Capital Budget Submission	November 13, 2018
Departments Submit Operating Budgets	November 14 – December 7, 2018
Town Manager Review	December 10 – January 11, 2019
Budget Production	January 14 - February 12, 2019
Budget Submission – Resource Profile	February 13, 2019
Finance Committee Budget Review	February 20 - March 29, 2019
Last Day to Submit Warrant Articles	March 22, 2019
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 1, 2019
Post Warrant for Annual Town Meeting	May 3, 2019
Annual Town Election	May 13, 2019
Town Reports Available	May 22, 2019
Adjourned Annual Town Meeting	May 20, 2019



Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

Peter M. Lukes
Town Manager

February 7, 2019

FY 2020 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 2020 (July 1, 2019 through June 30, 2020). 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 13, 2019.

For the eighth consecutive year, the submitted budget taxes below the levels authorized by Proposition 2 ½. The FY 2020 Budget as proposed, continues our commitment to taxpayers of delivering quality public services that are effective and efficient, while strengthening our reserves in both the General Stabilization and Special Funds, and maintaining a healthy balance in Free Cash.

The Budget maintains the Town's strong financial position. We intend to preserve and eventually improve our bond rating of 'AA+' from Standard & Poor's 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. This will be especially important as we look toward accruing new debt with the construction of a DPW facility in the coming years, and as interest rates are expected to rise with the expanding American economy in the near future.

Overall, the proposed FY 2020 Operating and Capital Budget continues to fund our required and mandated costs such as education, health insurance, retirement, and other post-employment benefits. This budget strengthens our infrastructure and capital program, while maintaining and enhancing our municipal services. It is a matter of maximizing our resources, providing our taxpayers good value for their contributions, following policies that provide financial reserves and building fiscal security for the future.

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 7, 2019

TO THE MEMBERS OF THE FINANCE COMMITTEE AND BOARD OF SELECTMEN FY 2020 BUDGET MESSAGE & RESOURCE PROFILE

Submitted herein are the Fiscal Year 2020 Operating and Capital Budgets and Resource Profile for the Town of Holden. Our municipal budget provides a roadmap for the future, along with a determination 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. Through our prudence, 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 diligently 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 \$66.3 million budget that will meet our goals in FY 20 and into the foreseeable future.

HIGHLIGHTS

The Resource Profile is a summary of the FY 2020 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 \$55,344,598, plus another \$10,958,159 in restricted expenditures. The total of our municipal expenditure budget results in the amount of \$66,302,757. Also included in this document are a Five-Year Financial Plan and Municipal Budget Comparisons.

SAFER Grant – In FY 19 the Holden Fire Department received a “Staffing for Adequate Fire and Emergency Response” (SAFER) grant from the Federal Emergency Management Agency in the amount of \$926,818. The grant provided for the hiring of six new firefighters. The Town expects a decrease in both overtime and call firefighter costs over the life of the three year grant, which will therefore reduce the budgetary burden significantly as the Town eventually takes on the full cost of these new hires. The cost to the Town for the new firefighters, who will all be employed before the start of FY 20, equates to virtually no increase in the FY 20 Fire/EMS budget due to initial reductions in the overtime and call firefighter line items.

Capital Asset Study - A capital asset study was commissioned in FY 2019 which would allow the Town to properly anticipate and financially plan for continuous upgrades, replacements, and expansions to our school buildings, along with all other town owned buildings, in the future. The study has been completed and a final report is expected shortly. Early drafts of the report were very detailed and prescribed maintenance plans for town buildings in the millions over the next five to ten years. These include roof renovations, HVAC upgrades, and structural improvements required by law. None of the suggestions are reflected in the FY 20 budget because the final report was not available at the time of our budget analysis. Ongoing repairs and preventative maintenance plans will be included in future capital budgets based on this report.

Other Post-Employment Benefits – Health insurance for retirees of Town service has been an ongoing budgetary quagmire for most towns throughout the Commonwealth. Holden established a policy to account for OPEB liability through the Town budget several years ago. Last year, the Town negotiated as part of our collective bargaining process a 1% contribution of wages from all employees hired after January 1, 2019. That policy was then extended by administrative order to all non-union employees as well. This budget proposes inter-municipal transfers of over \$600,000 toward the OPEB trust fund. Including the increasing contributions by employees into this fund, the balance in FY 20 should reach over \$3,800,000, or approximately 27% of Holden’s expected liability. Our sound financial practice toward OPEB planning exceeds that of most municipalities and has a very positive impact on the Town’s bond rating. The long term impact for the Town’s finances will be extremely beneficial when the trust fund becomes self-supporting through employee contributions.

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. We have proposed adding \$50,000 to the fund for FY 2020.

Fire Stabilization Fund - Holden took possession of a new ambulance in FY 18 and we do expect to continue the rotation in which we replace one of our three ambulances every three years. In order to lessen the impact during the purchase year, we increased the amount requested for this fund in FY 19 to \$100,000 and we are again submitting a \$100,000 appropriation to this fund in FY 20.

Property & Liability Insurance – The Town made a strategic decision in FY 2019 to change vendors for our property and liability insurance, which resulted in decreased costs to the Town in the amount of \$82,000.

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. Ongoing grants from State 911 and proportional payments from the Towns of Princeton and West Boylston 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 payment of an annual capital equipment charge. These funds have been deposited into the Dispatch Capital Fund. In FY 19, \$18,000 was added to the fund. This budget proposes the transfer of \$24,000 from Free Cash into the Dispatch Stabilization Fund. WRECC continues to lead the way with advanced dispatch services. In FY 19 they added the ability to receive cell phone 911 calls directly to our dispatch rather than patching through the Mass State Police. We have begun the process to add a fourth town (Paxton) to WRECC and anticipate that they will come on line at the end of FY 2020. In anticipation of this change, one dispatcher was added in FY 19. The FY 20 budget includes an additional dispatch position. This position will be paid for with funds from the State 911 grant in FY 20 and is expected to be paid out of this grant for several more years. If the grant was to deteriorate or even be eliminated, the cost would remain shared by the member towns in proportion to their call volume/annual contribution.

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 regarding utilization of Free Cash. This Budget is consistent with these policies. We are contributing a total of \$503,449 (plus an additional \$102,000 from HMLD) to the OPEB Trust Fund. \$300,000 is being added to the General Stabilization Fund, which marks a decrease from prior years due to the robust health of our General Stabilization balance. Another \$1,474,000 of Free Cash will be applied to other Stabilization Funds and the Capital Budget. The recommendations in this document devote a total of 48.7% of Free Cash to offset the overall budget in FY 2020. The combined balance in our General Stabilization Fund of \$4,223,219 along with unappropriated Free Cash of \$2,352,041 results in reserves of \$6,575,260.

REVENUES

The FY 2019 Budget estimates total General Fund revenue at \$55,334,598, exclusive of our special funds. Of this amount, 79% or \$38,939,881 is derived from the Tax Levy; State Cherry Sheet revenue is estimated to be \$2,220,554 or 4.5%. We have estimated a 2.4% increase in unrestricted state aid based on House 1 but the state legislature will not vote on the final amount until much later in the budget season. The amount of \$5,453,104 is expected from Local Receipts representing 11.1 %; \$2,647,233 from Free Cash and other Intra-Government Transfers, or 5.4 %; and \$6,083,826 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 2020 proposed budget accounts for an increase of 6.55% over last fiscal year's final WRSD assessment. Total Educational expenses reflected in this budget amount to \$30,774,812 (including debt) and comprise 60.2% of our total budget. This projected amount was derived from the Massachusetts Department of Elementary and Secondary Education (DESE) Chapter 70 Preliminary FY 20 summary for the Wachusett Regional School District Minimum Local Contribution. The \$30,774,812 represents an increase of \$1,823,776.

In FY 20, the overall tax increase to the average homeowner in Holden is predicted to be \$282.00, based on this proposed budget. Eighty two percent of that \$282 increase is attributable to growth in the Education budget, and 18% is attributable to the increase in all other municipal spending combined. There will likely be cuts to the municipal budget over the course of the Finance Committee review, and the final comparison between spending increases in education and all other municipal functions will most likely culminate in an even greater disparity than 82/18 when the final proposed budget is presented to Town Meeting.

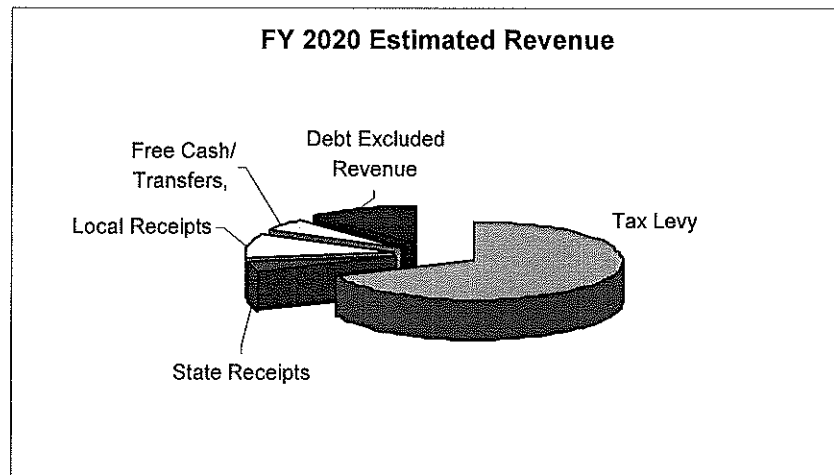
The WRSD Assessment consists of four categories: the Minimum Local Contribution which is set by the MA Department of Elementary and Secondary Education, bus transportation, debt service (Wachusett Regional High School project) which are required payments to the District. The budget request includes an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

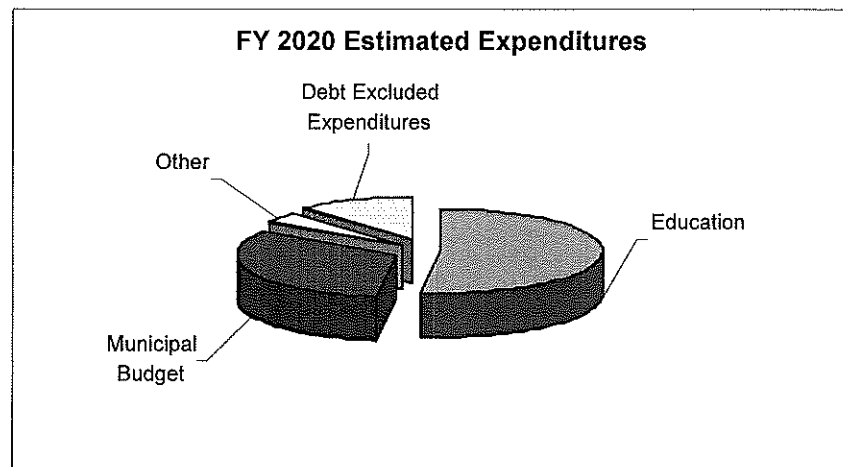
Over the past several years, the District's initial budget has not always received the required support of four out of five District Member Towns. In FY 17, Holden's WRSD assessment was reduced by \$587,034 after the initial budget was approved by the Holden Town Meeting. In FY 18, Holden's WRSD assessment was reduced by \$307,170. In FY 19, the WRSD assessments were paid by all member towns in full.

Holden residents, along with elected and appointed officials, have always provided generous funding for education. However, substantial year over year increases are beginning to strain our ability to provide for other town services. If we hope to continue these levels of spending increases, a change in the allocation formula or more state assistance must follow. Barring that assistance, the only remaining options will be to cut municipal programs and services, or by voting for a Proposition 2 ½ override and raising much greater revenue through the local property tax.

Municipal Budget. After Education, the Municipal Budget represents the next largest portion of expenditures (32.1%). 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 \$17,776,360- an increase of 4.71% compared to last year. Other expenditures such as transfers to General Stabilization, other reserve funds, OPEB, and Overlay total \$1,282,449. Debt Excluded Expenditures are \$6,086,826 or 11% 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 79.1% 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 \$954,488 plus \$500,000 in (estimated) new growth. The unused levy capacity is the difference between the needed expense appropriation and the Proposition 2 ½ cap. For FY 2020, the total Tax Levy based on this budget is estimated to be \$43,215,921 (including debt excluded revenue). This budget uses .52 % (about one half of one percent) of the FY 20 allowable '2 ½' increase, leaving a net excess levy capacity of \$757,049. This margin of excess levy capacity marks a significant decrease from prior years (\$546,076), and it should be a warning sign that our current level of spending will be curtailed in the future by the Proposition 2 ½ limit, or continued spending at this level will require an override vote of Proposition 2 ½. The Town has increasingly relied on Free Cash in order to fund our capital purchases from year to year. Since the inception of Proposition 2 ½, there have been nine override attempts in the Town of Holden, with eight of those overrides failing to gain an affirmative vote.

Free Cash was certified as of July 1, 2018 at \$ 4,584,490. We are proposing to apply \$2,232,449 of Free Cash to offset the expenses of this budget. Three hundred thousand dollars (\$300,000) goes to General Stabilization, \$458,449 to OPEB, \$100,000 will be

contributed to the Fire Stabilization Fund, \$50,000 into the Open Space Fund, \$100,000 to DPW Depreciation Fund, \$24,000 into Dispatch Infrastructure Stabilization, and \$1,200,000 would be applied to the General Fund portion of the FY 2020 Capital Improvement Program. As mentioned previously, this would amount to using about 47% of Free Cash and will leave a balance in Free Cash of \$2,352,041.

The projected tax rate for FY 2020 is \$17.94 per thousand dollars of assessed valuation. This is a \$0.50 increase compared to FY 2019 recap (\$17.44) -- a 2.9% 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 2019). The average home value for FY20 as exhibited in the Resource Profile would be \$333,260 representing a 2% increase over the values certified for FY19. Based on a tax rate of \$17.94, an average home owner can expect to pay about \$5,980 per year in real estate taxes, or \$282.00 more per household compared to last year. The increase is mainly due to rising costs of health insurance, retirement, capital spending and 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.

Water Sewer Enterprise Fund

As proposed for FY 20, the Water Sewer Enterprise Fund's expenditures are increasing approximately 1.66%. Similar to prior years, this increase is primarily attributed to increases in costs related to the purchase of drinking water from the City of Worcester, the cost to transport sewerage through Worcester, and the costs to treat that sewerage at the Upper Blackstone Water Pollution Abatement District (UBWPAD). The costs associated with just these three line items is up 5% from last fiscal year. An additional contributor to the cost increases is the Debt Service line item, which has increased by 17% due to the increased capital investment that has been made in both the water and sewer systems.

A rate increase in the amount of approximately \$340,000 is proposed. This rate increase represents an approximate increase of 5.8% of the total rates. 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, 2018, for FY 19. At that time, the rate increase was for 3.7% of revenue. The increase was entirely in the sewer fixed fee portion of the rate structure, and represented less than \$40 per year for an average

residential household. The 5.8% rate increase recommended for FY 20 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.

Solid Waste/ Recycling Fund

In FY 20, the Solid Waste/ Recycling Fund will require the second half of a two part fee increase that began when the Board of Selectmen raised fees at the beginning of FY 18. That plan intended to raise fees again in FY 2020, when a deficit would be anticipated if fees were not adjusted at that time. Fees for the solid waste/recycling program were raised as part of a restructuring that needed to take place after the new contract with Casella waste management was entered into at the beginning of FY 18. An increase in fees was necessitated due to changes in the recycling markets and increased costs for tipping fees at Wheelabrator of Millbury.

Inspections

The fees for our various building permits and inspections – building, electrical, plumbing, gas, etc., have not been adjusted in over fifteen years, and the fees collected do not offset our costs. In FY 19, we began working in conjunction with the Planning and Development department to create a fee schedule that will bring Holden's inspection fees into closer proximity with surrounding towns while minimizing impact to local businesses and homeowners. The new fee schedule was not presented last year, although the Director of Planning and Development is proposing a \$55,000 increase (29%) for FY 20 which will allow the Inspections account to break even or have a small surplus at the end of FY 20.

CONCLUSION

The proposed FY 2020 budget maintains our municipal services at levels that residents have come to expect. This budget also supports our commitment to our schools by proposing a nearly two million dollar increase to education.

This budget continues to provide unprecedented financial reserves, fund our capital and infrastructure improvements, and address 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 so as to avoid overwhelming our residents with tax increases. Our commitment to the education share of the budget is starting to strain our ability to provide the level of non-education municipal services that Holden residents have come to expect. What seems to have become a standard annual 6-8% growth in Holden's assessment of the now nearly \$100,000,000 education budget, is not

sustainable. As a result, our Free Cash is starting to dwindle, along with our excess levy capacity. The Town has several large capital projects that will be absolutely necessary to complete in the next five years. These will further strain our budget. Our historically conservative approach to budgeting which has served the Town well for many years could become extremely difficult to maintain in the future.

Over the coming weeks, I look forward to working with the Finance Committee, the Board of Selectmen, and other interested citizens to produce a final budget that meets the needs and expectations of the citizens of Holden. We have a growing and thriving community that requires a balance between providing the very best municipal services possible while doing so in an efficient, cost effective manner. Holden is an inviting place to live and work for a multitude of reasons; it is a safe town, it is a town where our youth have a host of options for recreation, where our elderly have access to quality services and a vibrant Senior Center, where our children can get a great public education, where people of all ages can enjoy a welcoming and bustling library. We have more and more community events through volunteer town committees and in conjunction with our generous corporate sponsors. Theoretically, any government can provide all of these things but in the end, the cost of services must remain affordable for all of our residents, no matter their socio-economic background.

Lastly, 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 were able to prepare this budget on a strict timeline, and due to everyone's hard work in meeting deadlines, the Finance Committee and Board of Selectmen will have more time than usual to review the material. Special thanks go to Lori Rose, Town Accountant, for her expertise and good counsel, and to Donna Cross, Administrative Assistant, for her skills preparing and assembling this document and her endless patience.



Peter M. Lukes
Town Manager

**TOWN OF HOLDEN
FY 2020 RESOURCE PROFILE**

	FY17 RECAP	FY18 SUBMITTED	FY18 RECAP	FY19 SUBMITTED	FY19 TOWN MEETING	FY19 RECAP	FY20 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
GENERAL FUND EXPENDITURES									
Required Minimum Contribution	17,578,031	17,626,751	17,626,751	18,233,370	18,233,370	18,233,370	19,225,254	991,884	5.44%
Voluntary Regional Assessment RASA	5,090,755	6,751,522	5,986,307	5,859,105	6,787,692	6,787,692	7,388,689	600,997	8.85%
Adj for Revised Regional School Assessment	-587,034	0	-307,170	0	0	0	0	0	
School Transportation	1,625,660	1,734,579	1,839,318	1,960,088	2,004,018	2,004,018	2,168,028	164,010	8.18%
Montachusett Assessment	671,709	738,880	761,232	791,681	835,988	835,988	902,867	66,879	8.00%
Out of District Vocational	52,000	53,000	38,000	0	0	0	0	0	
Education	24,431,121	26,904,732	25,944,438	26,844,244	27,861,068	27,861,068	29,684,838	1,823,770	6.55%
Percentage of General Fund Expenditures	49.8%	51.8%	51.3%	51.4%	52.4%	52.4%	53.6%	82.2%	
Percentage of General Fund Expenditures (Excluding Debt)	57.1%	58.9%	59.0%	58.5%	59.5%	59.5%	60.2%	73.6%	
General Government	5,648,765	5,839,331	5,799,704	6,176,364	6,240,364	6,240,364	6,359,031	118,667	1.90%
Public Safety	5,184,975	5,420,145	5,389,495	5,472,541	5,472,541	5,472,541	5,803,958	331,417	6.06%
Public Works	2,850,342	3,010,671	3,008,671	2,935,526	2,890,526	2,890,526	3,019,697	129,171	4.47%
Culture	876,070	877,783	873,783	891,318	889,951	889,951	923,570	33,619	3.78%
Human Services	339,625	342,989	346,489	360,167	360,167	360,167	369,104	8,937	2.48%
Capital Budget	1,069,000	1,172,500	882,000	1,302,540	1,100,540	1,100,540	1,301,000	200,460	18.21%
School Capital Project	160,000	150,000	0	0	22,470	22,470	0	-22,470	-100.00%
DPW Design	315,000	0	0	0	0	0	0	0	
Land Purchase	100,000	0	0	0	0	0	0	0	
Municipal Budget	16,543,777	16,813,419	16,300,142	17,138,456	16,976,559	16,976,559	17,776,360	799,801	4.71%
Percentage of General Fund Expenditures	33.7%	32.4%	32.2%	32.8%	32.0%	32.0%	32.1%	36.0%	
Percentage of General Fund Expenditures (Excluding Debt)	38.6%	36.8%	37.1%	37.3%	36.3%	36.3%	36.1%	32.3%	
DPW Depreciation Fund	50,000	50,000	50,000	100,000	100,000	100,000	100,000	0	0.00%
Fire Vehicle Stabilization Fund	50,000	50,000	50,000	100,000	100,000	100,000	100,000	0	0.00%
Open Space Stabilization Fund	50,000	50,000	50,000	50,000	100,000	100,000	50,000	-50,000	-50.00%
Dispatch Infrastructure Stabilization Fund	5,000	16,000	16,000	18,000	18,000	18,000	24,000	6,000	33.33%
Non-Exempt Debt	355,280	216,068	216,068	304,742	304,742	304,742	303,088	-1,674	-0.55%
Oil Spill Clean Up Debt (Jefferson School)	40,875	40,875	39,878	39,878	39,726	39,726	82,601	42,875	107.93%
State Assessments (Transportation)	136,033	136,033	137,646	137,646	137,646	140,528	140,528	0	0.00%
Overlay/Abatements	251,108	250,000	252,381	250,000	250,000	245,652	250,000	4,348	1.77%
Stabilization Fund Appropriation	500,000	750,000	500,000	500,000	500,000	500,000	300,000	-200,000	-40.00%
Other Post Employment Benefits Trust Fund	393,473	404,884	404,884	404,693	404,693	404,693	458,449	53,756	13.28%
Other Expenditures	1,831,769	1,963,860	1,716,857	1,904,959	1,954,807	1,953,341	1,808,646	-144,695	-7.41%
TOTAL GENERAL FUND EXP. - NON-EXCLUSION	42,806,667	45,682,011	43,961,437	45,887,659	46,792,434	46,790,968	49,269,844	2,478,877	5.30%
DEBT EXCLUSION EXPENDITURES									
Exempt Debt - excluded	5,209,624	5,216,123	5,646,123	5,312,359	5,312,359	5,312,359	5,067,381	-244,978	-4.61%
High School Debt - excluded	1,019,445	1,019,445	1,003,727	1,019,445	1,025,741	1,022,242	1,007,373	-14,869	-1.45%
Debt Excluded Expenditures	6,229,069	6,235,568	6,649,850	6,331,804	6,338,100	6,334,601	6,074,754	-259,847	-4.10%
Percentage of General Fund Expenditures	12.7%	12.0%	13.1%	12.1%	11.9%	11.9%	11.0%	-11.7%	-98.2%
TOTAL GENERAL FUND EXPENDITURES	49,035,736	51,917,579	50,611,287	52,219,463	53,130,534	53,125,569	55,344,598	2,219,030	4.18%
REVENUE/EXPENDITURE DIFFERENCE	0	0	0	0	0	0	0	-1	0.00%
School Change									
WRSD School Budget without Debt	\$23,707,412	\$26,112,852	\$25,452,376	\$26,052,563	\$27,025,080	\$27,025,080	\$28,781,971	\$1,756,891	6.50%
WRSD School Budget with Debt	\$24,767,732	\$27,173,172	\$26,495,981	\$27,111,886	\$28,090,547	\$28,087,048	\$29,871,945	\$1,784,897	6.35%
Total Education Budget with Debt	25,439,441	27,912,052	27,257,213	27,903,567	28,926,535	28,923,036	30,774,812	\$1,851,776	6.40%

**TOWN OF HOLDEN
FY 2020 RESOURCE PROFILE**

	FY17 RECAP	FY18 SUBMITTED	FY18 RECAP	FY19 SUBMITTED	FY19 TOWN MEETING	FY19 RECAP	FY20 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
Total Assessed Value (Est.)	2,091,650,920	2,133,483,900	2,208,757,900	2,252,933,058	2,252,933,058	2,361,218,620	2,408,442,992	152,460,720	6.5%
Average Assessed Home	293,092	298,950	308,119	314,281	314,281	326,725	333,260	6,535	2.0%
Tax Rate	17.59	18.81	17.61	18.28	18.42	17.44	17.94	\$ 0.50	2.9%
Average Tax Bill	5,155	5,622	5,426	5,746	5,789	5,698	5,980	\$ 282.00	4.9%
Tax Rate Change	0.34	1.22	0.02	0.67	0.81	-0.17	0.50		
Excess Levy Capacity	2,274,167	743,259	1,970,843	1,384,852	1,074,552	1,303,125	769,121	-534,004	-40.98%
GENERAL FUND REVENUES									
Tax Levy	32,506,042	35,724,898	34,442,485	36,595,009	36,899,013	36,876,389	38,864,881	1,988,492	5.39%
Supplemental Tax Assessment	60,000	60,000	60,000	75,000	75,000	75,000	75,000	0	0.00%
Tax Receipts - Non-excluded	32,566,042	35,784,898	34,502,485	36,670,009	36,974,013	36,951,389	38,939,881	1,988,492	5.38%
Percentage of General Fund Revenues	75.7%	78.2%	77.7%	79.9%	79.0%	78.5%	79.0%	91.7%	
Cherry Sheet- Unrestricted	1,843,617	1,843,617	1,915,492	1,915,492	1,915,492	1,982,462	2,030,218	47,756	2.41%
Cherry Sheet- Offsets	227,859	197,390	200,833	200,833	200,833	190,336	190,336	0	0.00%
State Receipts	2,071,476	2,041,007	2,116,325	2,116,325	2,116,325	2,172,798	2,220,554	47,756	2.20%
Percentage of General Fund Revenues	4.8%	4.5%	4.8%	4.6%	4.5%	4.6%	4.5%	2.2%	
General Estimated Receipts	1,987,392	1,893,426	1,889,400	1,911,875	1,911,875	1,911,875	1,924,309	12,434	0.65%
Indirect Charges	92,000	92,000	92,000	94,800	94,800	94,800	94,800	0	0.00%
Excise Receipts	2,050,000	2,100,000	2,100,000	2,300,000	2,300,000	2,300,000	2,300,000	0	0.00%
Sewer Connection Betterment	42,000	41,500	41,500	41,500	41,500	41,500	41,500	0	0.00%
EMS Receipts	850,000	850,000	850,000	850,000	850,000	850,000	850,000	0	0.00%
Regional Dispatch Municipal Assessment	85,290	235,000	235,000	203,851	203,851	203,851	242,495	38,644	18.96%
Local Receipts	5,106,682	5,211,926	5,207,900	5,402,026	5,402,026	5,402,026	5,453,104	51,078	0.95%
Percentage of General Fund Revenues	11.9%	11.4%	11.7%	11.8%	11.5%	11.5%	11.1%	2.4%	
Free Cash	2,948,743	2,420,884	2,270,884	1,472,693	2,073,464	2,073,464	2,232,449	158,985	7.67%
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 excluded debt						261,461	181,676	-79,785	-30.52%
Light Dept In Lieu	144,277	147,163	147,163	150,106	150,106	150,106	153,108	3,002	2.00%
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	100,000	100,000	100,000	0	0	0	0	0	0.00%
Free Cash / Intra-Government Transfers	3,273,020	2,748,047	2,598,047	1,702,799	2,303,570	2,565,031	2,647,233	82,202	3.20%
Percentage of General Fund Revenues	7.6%	6.0%	5.8%	3.7%	4.9%	5.4%	5.4%	3.8%	69.6%
TOTAL GENERAL FUND REV - NON-EXCLUSION	43,017,220	45,785,878	44,424,757	45,891,159	46,795,934	47,091,244	49,260,772	2,169,528	4.61%
DEBT EXCLUSION REVENUE									
Debt Exclusion (Net)	4,285,728	4,398,913	4,453,742	4,595,517	4,601,813	4,301,538	4,351,040	49,502	1.15%
SBAB Reimbursement Elementary	1,732,788	1,732,788	1,732,788	1,732,787	1,732,787	1,732,787	1,732,786	-1	0.00%
Debt Excluded Revenue	6,018,516	6,131,701	6,186,530	6,328,304	6,334,600	6,034,325	6,083,826	49,501	0.82%
TOTAL GENERAL FUND REVENUE	49,035,736	51,917,579	50,611,287	52,219,463	53,130,534	53,125,569	55,344,698	2,219,029	4.18%

**TOWN OF HOLDEN
FY 2020 RESOURCE PROFILE**

	FY17 RECAP	FY18 SUBMITTED	FY18 RECAP	FY19 SUBMITTED	FY19 TOWN MEETING	FY19 RECAP	FY20 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
RESTRICTED REVENUE									
LIBRARY OFFSETS	29,685	29,685	29,685	30,923	30,923	31,862	31,862	0	0.00%
RECREATION REVOLVING	432,898	509,596	509,596	518,827	489,690	518,827	530,303	11,476	2.21%
AFTER SCHOOL REVOLVING	327,072	317,846	317,846	329,796	329,796	329,796	359,212	29,416	8.92%
CABLE REVOLVING ACCOUNT	230,000	250,000	250,000	250,000	250,000	250,000	250,000	0	0.00%
SOLID WASTE ENTERPRISE FUND	1,142,967	1,315,600	1,276,390	1,263,800	1,263,800	1,263,787	1,334,260	70,473	5.58%
INSPECTIONAL SERVICES REVOLVING	182,500	212,750	212,750	246,000	246,000	185,000	245,000	60,000	32.43%
WATER SEWER REVENUE	6,253,304	6,308,900	6,274,037	6,704,000	6,704,000	6,667,990	7,093,185	425,195	6.38%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	
DPW DEPRECIATION FUND	50,000	50,000	50,000	100,000	100,000	100,000	100,000	0	0.00%
FIRE VEHICLE STABILIZATION FUND	50,000	220,000	220,000	100,000	100,000	125,954	100,000	-25,954	-20.61%
TOTAL RESTRICTED REVENUE	8,698,426	9,214,377	9,140,304	9,543,346	9,514,209	9,473,216	10,043,822	570,606	6.02%
RESTRICTED EXPENDITURES									
LIBRARY OFFSETS	29,685	29,685	29,685	30,923	30,923	31,862	31,862	0	0.00%
RECREATION REVOLVING	479,754	491,096	491,096	424,690	489,690	489,690	447,008	-42,682	-8.72%
AFTER SCHOOL REVOLVING	332,094	323,907	323,907	352,653	0	352,653	356,020	3,367	0.95%
CABLE REVOLVING ACCOUNT	338,217	432,332	432,332	403,018	403,018	403,018	401,992	-1,026	-0.25%
SOLID WASTE ENTERPRISE FUND	1,212,967	1,290,618	1,276,390	1,299,787	1,299,787	1,299,787	1,331,676	31,889	2.45%
INSPECTIONAL SERVICES REVOLVING	246,219	255,258	255,258	262,176	262,176	262,176	233,596	-28,580	-10.90%
WATER SEWER EXPENSES	7,407,864	7,986,037	7,963,037	8,132,490		7,977,990	8,156,005	178,015	2.23%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	
DPW DEPRECIATION FUND	272,469	0	0	150,000	0	0	0	0	
FIRE VEHICLE STABILIZATION FUND	600,000	0	0	0	0	0	0	0	
TOTAL RESTRICTED EXPENDITURES	10,919,269	10,808,933	10,771,705	11,055,737	2,485,594	10,817,176	10,958,159	140,983	1.30%

**BUDGET COMPARISON
FY2019 TO FY2020**

Department	FY2019				FY2020				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	23,800	-	31,050	7,250	23,800	-	31,050	-	0.0%
Finance Committee	-	151,786	-	151,786	-	151,786	-	151,786	-	0.0%
Town Manager/ Personnel	455,359	239,300	22,500	672,159	517,054	24,400	22,500	518,954	(153,205)	-22.8%
Information Technology	247,813	150,320	112,000	286,133	254,043	141,825	112,000	283,868	(2,265)	-0.8%
Accounting	170,537	26,350	31,010	165,877	181,205	28,700	31,010	178,895	13,018	7.8%
Treasurer/ Collector	221,837	68,400	60,425	229,812	229,637	59,400	60,425	228,612	(1,200)	-0.5%
Assessor	188,154	30,700	-	218,854	180,860	30,700	-	211,560	(7,294)	-3.3%
Legal	-	180,000	-	180,000	-	180,000	-	180,000	-	0.0%
Town Clerk	196,674	36,091	-	232,765	197,898	36,745	-	234,643	1,878	0.8%
Insurance	-	2,011,200	-	2,011,200	-	2,194,200	-	2,194,200	183,000	9.1%
Retirement	-	1,531,053	-	1,531,053	-	1,600,000	-	1,600,000	68,947	4.5%
Debt	-	5,618,642	1,732,787	3,885,855	-	5,405,893	1,732,786	3,673,107	(212,748)	-5.5%
Planning & Development	172,475	124,900	-	297,375	185,364	128,900	-	314,264	16,889	5.7%
Sealer of Weights & Measures	4,000	2,200	-	6,200	4,000	1,100	-	5,100	(1,100)	-17.7%
Subtotal General Government	1,664,199	10,194,807	1,958,722	9,900,284	1,757,411	10,007,513	1,958,721	9,806,203	(94,081)	-1.0%
Police	2,085,632	207,000	-	2,292,632	2,269,353	226,500	-	2,495,853	203,221	8.9%
Dispatch	572,569	32,400	-	604,969	643,223	40,000	-	683,223	78,254	12.9%
Animal control	62,387	8,600	-	70,987	46,959	9,200	-	56,159	(14,828)	-20.9%
Fire	1,937,670	284,150	-	2,221,820	1,987,123	288,300	-	2,275,423	53,603	2.4%
EMS	-	-	-	-	-	-	-	-	-	0.0%
Emergency Management	73,633	10,000	-	83,633	75,800	10,000	-	85,800	2,167	2.6%
Public Safety Building	-	198,500	-	198,500	-	207,500	-	207,500	9,000	4.5%
Subtotal Public Safety	4,731,891	740,650	-	5,472,541	5,022,458	781,500	-	5,803,958	331,417	6.1%
DPW Administration	196,412	11,700	-	208,112	188,111	11,380	-	199,491	(8,621)	-4.1%
DPW Engineering	164,909	135,475	-	300,384	167,363	170,950	-	338,313	37,929	12.6%
DPW Highway	517,276	834,800	-	1,352,076	551,320	842,200	-	1,393,520	41,444	3.1%
DPW Equipment Repair	190,856	17,650	50,400	158,106	201,855	18,100	50,400	169,555	11,449	7.2%
DPW Building and Grounds	426,898	346,750	28,840	744,808	464,228	355,190	28,840	790,578	45,770	6.1%
DPW Garage	-	47,800	-	47,800	-	49,000	-	49,000	1,200	2.5%
Subtotal Public Works	1,496,351	1,394,175	79,240	2,811,286	1,572,877	1,446,820	79,240	2,940,457	129,171	4.6%
Veterans Benefits	18,852	60,600	-	79,452	19,375	60,600	-	79,975	523	0.7%
Senior Center	251,365	29,350	-	280,715	258,479	30,650	-	289,129	8,414	3.0%
Subtotal Human Services	270,217	89,950	-	360,167	277,854	91,250	-	369,104	8,937	2.5%
Library	623,519	259,732	-	883,251	656,319	263,751	-	920,070	36,819	4.2%
Historical Commission	-	6,700	-	6,700	-	3,500	-	3,500	(3,200)	-47.8%
Subtotal Culture	623,519	266,432	-	889,951	656,319	267,251	-	923,570	33,619	3.8%
TOTAL MUNICIPAL:	8,786,177	12,686,014	2,037,962	19,434,229	9,286,919	12,594,334	2,037,961	19,843,292	409,063	2.1%
Total minus Insurance, Retirement and Debt				12,006,121				12,375,985	369,864	3.1%
EDUCATION:										
Minumum Required Contribution		18,233,370		18,233,370		19,225,254		19,225,254	991,884	5.4%
Voluntary Contribution		6,787,692		6,787,692		7,388,689		7,388,689	600,997	8.9%
Transportation		2,004,018		2,004,018		2,168,028		2,168,028	164,010	8.2%
Debt		1,061,968		1,061,968		1,089,974		1,089,974	28,006	2.6%
Subtotal WRSD		28,087,048		28,087,048		29,871,945		29,871,945	1,784,897	6.4%
Montachusett Reg. Voc. Tech		835,988		835,988		902,867		902,867	66,879	8.0%
TOTAL EDUCATION:		28,923,036		28,923,036		30,774,812		30,774,812	1,851,776	6.4%
Total minus Insurance, Retirement and Debt				12,006,121				12,375,985	369,864	3.1%
Capital				1,123,010				1,301,000	177,990	15.8%
TOTAL OPERATING AND CAPITAL W/O FIXED COSTS:				13,129,131				13,676,985	547,854	4.2%

**TOWN OF HOLDEN
FIVE YEAR PLAN
FY 2019 - FY2024**

	Recap FY 2019	FY 2020	Dollar Change	Percent Change	FY 2021	Dollar Change	Percent Change	FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change
REVENUE																
State Aid	2,204,660	2,252,416	47,756	2.17%	2,252,416	-	0.00%	2,252,416	-	0.00%	2,252,416	-	0.00%	2,252,416	-	0.00%
School Construction Aid	1,732,787	1,732,786	(1)	0.00%	-	(1,732,786)	-100.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Local Receipts	5,402,026	5,453,104	51,078	0.95%	5,544,493	91,389	1.68%	5,570,244	25,751	0.46%	5,587,056	16,811	0.30%	5,604,086	17,030	0.30%
Free Cash Usage	2,073,464	2,232,449	158,985	7.67%	1,399,204	(833,245)	-37.32%	749,000	(650,204)	-46.47%	699,000	(50,000)	-6.68%	585,000	(114,000)	-16.31%
Overlay Reserve Surplus	50,000	50,000	-	0.00%	75,000	25,000	0.00%	75,000	-	0.00%	75,000	-	0.00%	75,000	-	0.00%
Other Rev From Reserves	261,461	181,676	(79,785)	0.00%	-	-	-	-	-	-	-	-	-	-	-	-
Property Tax	38,876,389	38,864,881	1,988,492	5.39%	40,319,328	1,454,447	3.74%	42,188,467	1,869,139	4.64%	44,362,692	2,174,225	5.15%	45,172,751	810,059	1.83%
Debt Exclusion (NET)	4,301,538	4,351,040	49,502	1.15%	4,659,719	308,679	7.09%	5,618,055	958,336	20.57%	5,574,698	(43,359)	-0.77%	5,530,141	(44,555)	-0.80%
Other Rev. (HMLD & recreation, Wachusett F	255,106	258,108	3,002	1.18%	261,170	3,062	1.19%	264,293	3,123	1.20%	267,479	3,185	1.21%	270,729	3,250	1.22%
TOTAL REVENUES	53,157,431	55,376,460	2,219,029	4.17%	54,511,330	(865,130)	-1.56%	56,717,475	2,206,145	4.05%	58,818,338	2,100,863	3.70%	59,490,122	671,784	1.14%
APPROPRIATIONS																
Operating Budgets																
Wachusett Reg. School District	27,025,080	28,781,971	1,756,891	6.50%	29,645,430	863,459	3.00%	30,534,793	889,363	3.00%	31,450,837	916,044	3.00%	32,394,362	943,525	3.00%
Montachusett Reg. Tech. School	835,988	902,867	66,879	8.00%	929,953	27,086	3.00%	957,852	27,899	3.00%	986,587	28,736	3.00%	1,016,185	29,598	3.00%
Out of District Vocational Ed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Town	12,311,286	12,681,160	369,874	3.00%	12,934,784	253,623	2.00%	13,193,479	258,696	2.00%	13,457,349	263,870	2.00%	13,726,496	269,147	2.00%
Capital budget																
Exempt Debt Service	6,334,601	6,074,754	(259,847)	-4.10%	3,662,219	(2,412,535)	-39.71%	3,620,055	(42,164)	-1.15%	3,576,696	(43,359)	-1.20%	3,532,141	(44,555)	-1.26%
Exempt DPW Debt Service	-	-	-	-	1,000,000	1,000,000	#DIV/0!	2,000,000	1,000,000	100.00%	2,000,000	-	0.00%	2,000,000	-	0.00%
Non-Exempt Service	344,468	385,669	41,201	11.96%	234,376	(151,293)	-39.23%	195,977	(38,399)	-16.38%	190,727	(5,250)	-2.68%	79,946	(110,781)	-58.08%
Cash	1,123,010	1,301,000	177,990	15.85%	936,500	(364,500)	-28.02%	823,000	(113,500)	-12.12%	1,441,000	618,000	75.09%	751,500	(689,500)	-47.85%
Infrastructure Investment Fund	-	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Total Capital	7,802,079	7,761,423	(40,656)	-0.52%	5,833,095	(1,928,328)	-24.85%	6,639,032	805,937	13.82%	7,208,423	569,391	8.58%	6,363,587	(844,836)	-11.72%
Pensions	1,531,053	1,600,000	68,947	4.50%	1,680,000	80,000	5.00%	1,764,000	84,000	5.00%	1,852,200	88,200	5.00%	1,944,810	92,610	5.00%
Insurance	2,011,200	2,194,200	183,000	9.10%	2,391,678	197,478	9.00%	2,606,929	215,251	9.00%	2,841,553	234,624	9.00%	3,097,292	255,740	9.00%
State Assessments	140,528	140,528	-	0.00%	140,528	-	0.00%	140,528	-	0.00%	140,528	-	0.00%	140,528	-	0.00%
Offset Aid - Library	31,862	31,862	-	0.00%	31,862	-	0.00%	31,862	-	0.00%	31,862	-	0.00%	31,862	-	0.00%
Overlay Reserve	245,652	250,000	4,348	1.77%	200,000	(50,000)	-20.00%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	0.00%
Warrant Art. - Stabilization Fund	500,000	300,000	(200,000)	-40.00%	150,000	(150,000)	-60.00%	150,000	-	0.00%	150,000	-	0.00%	100,000	(50,000)	-33.33%
Warrant Art. - Other Stabilization	318,000	274,000	(44,000)	-13.84%	324,000	50,000	18.25%	249,000	(75,000)	-23.15%	249,000	-	0.00%	225,000	(24,000)	-9.64%
Other Post Employment Benefits	404,693	458,449	53,756	13.28%	250,000	(205,449)	-45.47%	250,000	-	0.00%	250,000	-	0.00%	250,000	-	0.00%
TOTAL APPROPRIATIONS	53,157,431	55,376,460	2,219,030	4.17%	54,511,330	(865,131)	-1.56%	56,717,475	2,206,145	4.05%	58,818,339	2,100,864	3.70%	59,490,122	671,783	1.14%
BALANCE	0	(0)			(0)			(0)			(0)			0		
Approximate Tax Rate (at current +	17.44	17.94	0.50		18.49	0.55		19.65	1.16		20.53	0.88		20.84	0.31	
Excess Levy (approximate)	1,303,125	769,121			705,524			262,006			(450,957)			236,777		

BUDGET SUMMARY

	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Request FY 2020	Manager FY 2020
General Government	4,972,529	5,338,354	5,364,205	6,240,364	3,784,808	6,359,031	6,359,031
Public Safety	4,567,184	4,771,096	4,790,137	5,472,541	2,160,072	5,887,282	5,803,958
Public Works	2,551,082	2,694,757	2,830,249	2,890,526	1,169,320	3,018,482	3,019,697
Human Services	356,244	319,920	327,313	360,167	159,437	369,104	369,104
Culture	828,655	844,754	857,572	889,951	409,243	923,570	923,570
TOTAL MUNICIPAL	13,275,694	13,968,881	14,169,475	15,853,549	7,682,881	16,557,469	16,475,360
TOTAL DEBT	4,530,771	5,566,699	5,602,356	5,618,642	3,140,094	5,405,893	5,405,893
TOTAL EDUCATION	23,718,087	25,483,745	26,978,664	28,923,035	14,461,518	30,774,812	30,774,812
TOTAL MUNICIPAL, DEBT AND EDUCATION	41,524,552	45,019,325	46,750,495	50,395,226	25,284,493	52,738,174	52,656,065
OTHER FUNDS							
Water/Sewer Enterprise Fund	6,338,815	6,679,748	7,200,814	8,022,990	3,239,392	8,156,005	8,156,005
Solid Waste Enterprise Fund	1,089,343	1,135,626	1,218,213	1,299,787	572,673	1,331,676	1,331,676
Inspection Revolving Fund	235,220	229,342	227,856	262,176	123,451	263,596	233,596
Cable Revolving Fund	274,239	289,754	432,332	403,018	101,402	401,992	401,992
Recreation Revolving Fund	356,725	373,801	358,450	489,690	249,957	447,008	447,008
Before/After School Revolving Fund	309,575	323,221	323,907	352,653	167,527	356,020	356,020
TOTAL OTHER FUNDS	8,603,917	9,031,492	9,761,572	10,830,314	4,454,402	10,956,297	10,926,297
	Balance FY 2016	Balance FY 2017	Balance FY 2018	Balance FY 2019	December YTD	Balance FY 2020	Balance FY 2020
General Stabilization Fund	2,718,207	3,249,114	3,377,731	3,923,219	3,923,219	4,223,219	4,223,219
Water/Sewer Stabilization Fund	182,551	183,502	181,971	184,346	184,346	184,346	184,346
Fire Vehicle Stabilization Fund	597,862	40,546	261,531	391,252	391,252	491,252	491,252
Open Space Stabilization Fund	0	51,673	101,543	203,150	203,150	253,150	253,150
Dispatch Stabilization Fund	0	5,167	21,220	39,548	39,548	63,548	63,548
DPW Depreciation Fund	455,323	231,404	279,774	383,706	383,706	483,706	483,706
Infrastructure Investment Fund	1,346,167	1,346,934	562	0	0	0	0
Other Post Employment Benefits TF	1,471,687	2,183,577	2,881,266	3,247,711	3,247,711	3,853,160	3,853,160
STABILIZATION BALANCES	6,771,797	7,291,917	7,105,598	8,372,932	8,372,932	9,552,381	9,552,381

TOWN OF HOLDEN

FY 2020 BUDGET

	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Request FY 2020	Manager FY 2020
GENERAL GOVERNMENT							
Moderator	100	100	100	165	0	165	165
Finance Committee	35,687	236	1,150	151,786	425	151,786	151,786
Selectmen	24,870	25,920	24,458	31,050	9,212	31,050	31,050
Town Manager/Personnel	401,903	394,596	517,911	694,659	286,978	541,454	541,454
Information Technology	382,088	374,388	381,204	398,133	204,282	395,868	395,868
Finance							
Accounting	178,840	188,692	172,017	196,887	96,166	209,905	209,905
Treasurer/Collector	274,918	280,381	269,629	290,237	111,585	289,037	289,037
Assessors	180,185	218,611	186,235	218,854	97,264	211,560	211,560
Legal	167,201	280,634	192,764	180,000	77,551	180,000	180,000
Town Clerk	216,517	226,122	186,961	232,765	110,146	234,643	234,643
Non-Departmental							
Insurance	1,593,235	1,714,315	1,763,219	2,011,200	1,124,452	2,194,200	2,194,200
Retirement	1,279,798	1,375,352	1,381,561	1,531,053	1,527,553	1,600,000	1,600,000
Planning and Development	233,375	254,086	281,821	297,375	135,575	314,264	314,264
Sealers	3,812	4,921	5,175	6,200	3,619	5,100	5,100
TOTAL	4,972,529	5,338,354	5,364,205	6,240,364	3,784,808	6,359,031	6,359,031
TOTAL DEBT SERVICE	4,530,771	5,566,699	5,602,356	5,618,642	3,140,094	5,405,893	5,405,893

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 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
100	100	100	100	0	5120 Moderator	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 2020 BUDGET

DEPARTMENT Finance Committee	FUNCTION Finance Committee	FUNCTION CODE 01-131
DEPARTMENT HEAD David White, Chairman	PREPARED BY	

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
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	0	100	0	5421 Office Supplies	100	100
236	236	245	236	245	5731 Association Dues	236	236
451	0	905	1,400	180	5733 Expense of Meetings	1,400	1,400
35,000	0	0	150,000	0	5781 Reserve Fund	150,000	150,000
35,687	236	1,150	151,786	425	*Total Expense*	151,786	151,786
35,687	236	1,150	151,786	425	*Total Budget*	151,786	151,786

BOARD OF SELECTMEN

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

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

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

The Selectmen's budget provides monies to support community events such as a parade on Memorial Day and a Winter Festival in December. This funding is consolidated into one line "Community Events" and includes funding for the annual Bandstand concerts and for Holden Days.

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Geraldine Herlihy, Chairman	PREPARED BY	

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
5,015	4,963	5,150	5,150	2,575	5120	Selectmen Salary	5,150	5,150
1,833	2,030	1,699	2,100	422	5122	Selectmen Clerical	2,100	2,100
6,848	6,993	6,849	7,250	2,997		*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
261	441	363	400	319	5301	Advertising	400	400
72	25	0	300	0	5343	Postage	300	300
589	146	390	800	0	5421	Office Supplies	800	800
973	962	1,000	1,000	500	5710	Car Allowance	1,000	1,000
2,922	2,995	3,070	3,000	3,147	5731	Association Dues	3,000	3,000
2,369	1,465	3,418	3,800	749	5733	Expense of Meetings	3,800	3,800
2,236	2,393	2,615	2,500	0	5780	Employee Appreciation	2,500	2,500
8,600	10,500	6,753	12,000	1,500	5793	Parades, Events, Concerts	12,000	12,000
18,022	18,927	17,609	23,800	6,215		*Total Expenses*	23,800	23,800
24,870	25,920	24,458	31,050	9,212		*Total Budget*	31,050	31,050

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 Board of Selectmen and Finance Committee begins and concludes at the annual town meeting on the third Monday in May.

The Town Manager's office manages all property, casualty, liability, workers compensation insurance and injured on duty claims. The goal of risk management is the assurance of proper coverage for the Town and increasing awareness of loss control practices by all departments.

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 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.

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
373,536	379,514	352,326	455,359	171,424	Salary & Wages	517,054	517,054
28,367	15,082	165,585	239,300	115,554	Operating Expense	24,400	24,400
401,903	394,596	517,911	694,659	286,978	*Total Budget*	541,454	541,454
22,000	14,000	14,000	14,000	7,000	Indirects Included:		
5,000	8,000	8,000	8,500	4,250	HMLD Indirect Charge	14,000	14,000
27,000	22,000	22,000	22,500	11,250	Water Sewer Enterprise Fund	8,500	8,500
					Indirects	22,500	22,500

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
152,962	166,458	148,972	156,872	72,066	5110 Town Manager	160,619	160,619
62,666	66,690	71,305	75,108	34,959	5111 Administrative Assistant	54,606	54,606
46,872	49,529	51,514	51,474	22,534	5112 Clerical TM/Personnel	54,606	54,606
81,604	60,420	40,836	85,612	38,744	5113 Asst. Town Manager	90,804	90,804
5,330	4,928	5,625	6,293	3,121	5143 Town Manager Deferred Comp	6,419	6,419
5,000	3,000	0	0	0	5144 Incentive Plan	0	0
0	0	0	50,000	0	5150 Wage Adjustment	120,000	120,000
19,102	28,489	34,074	30,000	0	5152 Accrued Benefit Buy Out	30,000	30,000
373,536	379,514	352,326	455,359	171,424	*Total Salary & Wages*	517,054	517,054
4	4	4	4	4	# Personnel F/T	4	4
0	0	0	0	0	# Personnel P/T	0	0
0	4,060	3,103	3,100	1,293	5242 Equipment Maintenance	3,100	3,100
83	0	275	3,850	0	5301 Advertising	3,850	3,850
1,010	885	1,015	1,600	620	5306 Drug/Alcohol Testing	1,600	1,600
1,330	1,005	1,246	1,200	408	5340 Cell Phone Expense	1,200	1,200
645	525	625	700	113	5343 Postage	700	700
847	1,051	829	1,200	478	5410 Petro	1,200	1,200
3,689	2,753	2,322	4,000	524	5421 Office Supplies	4,000	4,000
2,918	2,691	3,213	3,000	0	5422 Printing	3,000	3,000
35	15	35	500	0	5480 Vehicle Maintenance	500	500
3,255	0	2,595	2,500	2,056	5510 Training	2,000	2,000
377	0	521	300	99	5711 Mileage	800	800
480	489	380	750	483	5731 Association Dues	750	750
42	42	46	100	0	5732 Subscriptions	100	100
1,056	1,566	1,486	1,500	430	5733 Expense of Meetings	1,600	1,600
0	0	147,894	0	0	5734 Growth and Population Study	0	0
12,600	0	0	0	0	5735 Classification Study Non-Union	0	0
0	0	0	65,000	0	5736 Eagle Lake	0	0
0	0	0	150,000	109,050	5737 Capital Asset Study	0	0
28,367	15,082	165,585	239,300	115,554	*Total Expenses*	24,400	24,400
401,903	394,596	517,911	694,659	286,978	*Total Budget*	541,454	541,454

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 smooth running and all maintenance and updates to the entire Town IT infrastructure including billing/collections, payroll, and all other Town functions requiring a computer.

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

2. **TRAINING, ENRICHMENT, AND EFFICIENCY** – This program description captures any and all IT training programs, seminars, workshops, and conferences for all Town of Holden employees who use computers. This includes professional development for IT staff, which is absolutely essential to keep current with changing technology. End user training is the best way to ensure maximum staff efficiency, and reduces the needs for both internal and external support. Also included is specialized training (MUNIS, GIS, etc.) as necessary.
3. **INTERNET/WEB SITE** – The Internet has become an essential part of all town operations. Included are various costs associated with connecting to the Internet such as hardware, software, and maintenance support contracts and fees. We rely on the Internet for our email communications, online banking, online parcel database, our own Web site and 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. We maintain a robust web presence for both staff as well as residents, and keep things current and usable in this modern age.
4. **END USER SUPPORT (CUSTOMER SERVICE)** – Information Technology's end users are Town employees. This includes all desktop PC's, servers, printers, projectors, associated consumables and supplies, and any other peripherals necessary to keep us running to perform daily operations. The largest part is service contracts for MUNIS, VISION, and other necessary databases and license fees. Also included are all other network hardware or repairs which do not fall under the Internet or COOP cost centers.

INFORMATION TECHNOLOGY

5. SPECIAL PROJECTS

Continuity of Operations: IT staff continues to develop and improve the Continuity of Operations Plan (COOP), which encompasses the Emergency Management Plan and the Disaster Recovery Plan.

Telephone/ Communications: The IT Department coordinates the telephone communications system for all Town buildings. The system complements the communications system at the Public Safety building and takes advantage of existing technologies such as the Town's fiber optic network.

Server Infrastructure Upgrade: The IT Department maintains the servers for all functions of Town of Holden information needs. The server infrastructure is currently a VMware virtualized environment on a system comprised of a blade server, Storage Area Network (SAN), and network switchgear. This year, Holden IT is planning to replace systems installed at Public Safety Building, which have now served their useful lifespan and are going to be more costly to maintain. We are looking to replace the blade server/SAN model with a new technology known as hyper-convergence. This is bringing the storage and computing power together for quicker, more reliable processing.

Fiber Network: The IT Department coordinates communications for all Town buildings. This project would expand the fiber from the 122A/Route31 intersection to the Public Safety Building. Right now, there is no longer room for expansion, with all fibers in use. This project would allow the Town Hall to connect directly to the Public Safety Building.

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
219,995	228,346	237,258	247,813	114,709	Salary & Wages	254,043	254,043
162,093	146,042	143,946	150,320	89,573	Operating Expense	141,825	141,825
382,088	374,388	381,204	398,133	204,282	*Total Budget*	395,868	395,868
65,000	65,000	80,000	87,000	43,500	Indirects Included:		
10,000	10,000	15,000	16,000	8,000	HMLD charge	87,000	87,000
7,400	7,400	9,000	9,000	4,500	Water Sewer Enterprise F	16,000	16,000
82,400	82,400	104,000	112,000	56,000	Inspections	9,000	9,000
					Indirects	112,000	112,000

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
78,191	80,766	83,958	86,942	39,829	5111	System Administrator	88,023	88,023
77,330	79,450	81,034	83,599	38,918	5113	Network Administrator	84,638	84,638
64,474	68,130	72,266	77,272	35,962	5119	Business Analyst	81,382	81,382
219,995	228,346	237,258	247,813	114,709		*Total Salary & Wages*	254,043	254,043
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
6,571	17,774	16,859	21,400	7,654	5242	Hardware Equip Maint	6,320	6,320
98,244	53,944	69,129	67,000	54,894	5243	Software Support	73,638	73,638
9,171	25,565	8,114	10,000	0	5244	Telephone Support	11,900	11,900
432	4,400	197	3,000	0	5311	Software Purchase	5,000	5,000
2,113	2,169	2,012	2,100	612	5340	Cell Phone	2,100	2,100
0	0	12	100	0	5343	Postage	100	100
1,091	448	341	200	0	5421	Office Supplies	300	300
930	0	0	1,200	0	5510	Training/Education	1,200	1,200
1,950	1,950	1,950	1,950	975	5710	Car Allowance	1,950	1,950
0	100	100	120	0	5731	Association Dues	200	200
0	29	0	250	0	5733	Expense of Meetings	250	250
41,591	39,663	45,232	43,000	25,438	5783	License/Internet Access Fee	34,103	34,103
0	0	0	0	0	5794	Hardware Equip Purchase	4,764	4,764
162,093	146,042	143,946	150,320	89,573		*Total Expenses*	141,825	141,825
382,088	374,388	381,204	398,133	204,282		*Total Budget*	395,868	395,868

ACCOUNTING

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

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

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

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

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

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

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

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

ACCOUNTING

3. BUILDING PROJECTS -

- a. **Mt. View School Building** - In addition to the normal procedures and requirements for the payment of invoices, all invoices related to the Mt. View building project are still being entered into the "pay-as-you-build progress payment system" also as known as ProPay, on the Massachusetts School Building Authority's (MSBA's) web-site. Invoices must be coded according to the ProPay system requirements and copies of all invoices with proof of payment must be sent to MSBA for audit. Once they have completed an audit of the materials, MSBA issues a reimbursement to the Town for its share of eligible project costs. The request for reimbursement, including all back up documentation, and facilitation of the request is handled by the Town Accountant. We are now entering the closeout phase of this project and the accounting office will be preparing a final request and certificate for reimbursement, the MSBA Sources and Uses Form and providing any financial documentation related to the final audit of the project.
- b. **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.

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.

BUDGET CHANGES:

There are minimal changes in the accounting budget. A few minor changes include a \$500 increase in training needed for the Town Accountant to complete and maintain certification through Inspection Generals MCPPO program and provide additional training to the Assistant Accountant and Accounts Payable Clerk. The cost of the town audit has also increased by \$2,000 due mostly to increased reporting requirements for OPEB and Pension Liability.

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
154,131	164,222	145,760	170,537	78,927	Salary & Wages	181,205	181,205
24,709	24,470	26,257	26,350	17,239	Operating Expense	28,700	28,700
178,840	188,692	172,017	196,887	96,166	*Total Budget*	209,905	209,905
10,000	10,000	10,000	12,000	6,000	Indirects Included:		
1,300	1,300	1,300	1,350	675	HMLD charge	12,000	12,000
1,600	1,600	1,600	1,960	980	Recreation	1,350	1,350
1,600	1,600	1,600	1,300	650	Before/After School	1,960	1,960
7,000	7,000	7,000	10,000	5,000	Cable Revolving	1,300	1,300
3,000	3,000	3,000	3,200	1,600	Water Sewer Enterprise Fund	10,000	10,000
0	0	0	1,200	600	Solid Waste	3,200	3,200
24,500	24,500	24,500	31,010	15,505	Inspections	1,200	1,200
					Indirects:	31,010	31,010

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
88,982	91,882	98,395	104,805	49,014	5111	Town Accountant	110,919	110,919
65,149	72,340	47,365	65,732	29,913	5112	Clerical	70,286	70,286
154,131	164,222	145,760	170,537	78,927		*Total Salary & Wages*	181,205	181,205
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	1	1		# Personnel P/T	1	1
22,000	22,000	23,000	23,000	16,100	5300	Audit	25,000	25,000
198	0	150	200	0	5343	Postage	200	200
1,367	1,149	1,165	1,500	279	5421	Office Supplies	1,300	1,300
125	125	185	150	125	5731	Association Dues	200	200
1,019	1,196	1,757	1,500	735	5733	Training/Education	2,000	2,000
24,709	24,470	26,257	26,350	17,239		*Total Expense*	28,700	28,700
178,840	188,692	172,017	196,887	96,166		*Total Budget*	209,905	209,905

TREASURER/COLLECTOR

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 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.

The Fiscal Year 2020 expense budget is level funded for the Treasurer/Collectors Office with the exclusion of the payment for the biennially required GASB study for Other Post Employment Benefits (OPEB) which was funded in FY 2019.

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
213,718	215,128	215,302	221,837	105,559	Salary & Wages	229,637	229,637
61,200	65,253	54,327	68,400	6,026	Operating Expense	59,400	59,400
274,918	280,381	269,629	290,237	111,585	*Total Budget*	289,037	289,037
					Indirects Included:		
19,000	19,000	20,000	20,000	10,000	HMLD charge	20,000	20,000
12,750	12,750	13,500	14,500	7,250	Water/Sewer Reimburse	14,500	14,500
5,800	5,800	5,800	5,975	2,987	Recreation Reimburse	5,975	5,975
7,500	7,500	8,000	8,250	4,125	Before/After School	8,250	8,250
1,000	1,000	1,200	1,300	650	Cable Revolving	1,300	1,300
9,000	9,000	9,000	9,200	4,600	Solid Waste	9,200	9,200
0	0	0	1,200	600	Inspections	1,200	1,200
55,050	55,050	57,500	60,425	30,212	Indirect Costs	60,425	60,425

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
84,807	88,372	95,144	95,130	47,944	5111	Treasurer/Collector	96,319	96,319
128,365	126,422	119,716	125,707	57,615	5112	Clerical	132,318	132,318
546	334	442	1,000	0	5132	Overtime	1,000	1,000
213,718	215,128	215,302	221,837	105,559		*Total Salary & Wages*	229,637	229,637
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
1,119	1,564	500	1,000	0	5242	Equipment Maintenance	1,000	1,000
2,383	1,633	3,366	3,000	0	5301	Tax Title/Advertising	3,000	3,000
11,148	8,210	3,173	8,500	795	5305	Tax Foreclosure	8,500	8,500
24,168	23,691	22,312	24,000	1,750	5343	Postage	24,000	24,000
3,961	2,833	3,285	4,000	282	5421	Office Supplies	4,000	4,000
5,491	6,171	9,160	7,000	259	5580	Billing Expense	7,000	7,000
1,500	1,500	1,500	1,500	750	5710	Car Allowance	1,500	1,500
375	300	125	400	240	5731	Association Dues	400	400
1,121	453	73	1,000	373	5733	Training/Education	1,000	1,000
9,934	11,698	10,833	10,000	1,577	5784	Bank Charges	9,000	9,000
0	7,200	0	8,000	0	5785	OPEB Study	0	0
61,200	65,253	54,327	68,400	6,026		*Total Expense*	59,400	59,400
274,918	280,381	269,629	290,237	111,585		*Total Budget*	289,037	289,037

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.

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 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
79,104	83,593	88,656	95,107	44,261	5110	Principal Assessor	96,319	96,319
66,451	62,563	63,119	68,127	32,050	5112	Clerical	59,621	59,621
6,860	7,325	5,455	18,720	4,220	5119	Data Collector PT	18,720	18,720
3,200	3,200	3,200	3,200	933	5120	Board of Assessors	3,200	3,200
3,000	3,000	3,000	3,000	1,500	5126	Mapper	3,000	3,000
158,615	159,681	163,430	188,154	82,964		*Total Salary & Wages*	180,860	180,860

2	2	2	2			# Personnel F/T	2
3	6	6	6			# Personnel P/T	6

0	0	111	600	18	5242	Equipment Maintenance	600	600
292	289	289	350	96	5340	Cell Phone	350	350
2,200	2,200	2,200	2,200	500	5343	Postage	2,200	2,200
1,980	1,219	1,365	2,000	181	5421	Office Supplies	2,000	2,000
772	824	901	2,000	151	5422	Printing	2,000	2,000
1,505	1,861	2,260	3,500	662	5510	Personnel Training	3,500	3,500
2,641	2,387	2,850	3,000	1,424	5711	Mileage Reimbursement	3,000	3,000
162	162	162	500	106	5731	Association Dues	500	500
42	46	46	200	0	5732	Subscriptions	200	200
652	813	734	850	162	5784	Deeds/Abstracts	850	850
10,700	48,650	11,000	15,000	11,000	5791	Revaluation	15,000	15,000
624	479	887	500	0	5794	Office Equipment	500	500
21,570	58,930	22,805	30,700	14,300		*Total Expense*	30,700	30,700
180,185	218,611	186,235	218,854	97,264		*Total Budget*	211,560	211,560

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 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
99,096	163,465	106,143	110,000	50,240	5300	Town Counsel	110,000	110,000
21,970	85,230	63,831	40,000	18,066	5302	Collective Bargaining	40,000	40,000
46,135	31,939	22,790	30,000	9,245	5301	Labor Relations	30,000	30,000
167,201	280,634	192,764	180,000	77,551		*Total Expense*	180,000	180,000
167,201	280,634	192,764	180,000	77,551		*Total Budget*	180,000	180,000

TOWN CLERK

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

The Town Clerk's Office has been trained in the States Vitals Information Partnership (VIP). Each town in the State is required to use this registry for issuing burial permits, death certificates and birth records. Any amended records are made through this system also. Marriage records (Intentions and Licenses) are still reported to Boston on a monthly basis. The Office accepts requests and payments for birth, death, and marriage certificates and parking fines via on line on our Town Website. Activities to maintain vital records include recording, indexing, establishing, and amending. Office staff also issue certified copies of various records, perform records retention and preservation, conduct genealogical research, and answering numerous public requests and questions.

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

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

TOWN CLERK

The Town Clerk's office conducts the town-wide annual census, voter registration and the conducting of all elections. This includes data entry of census information, preparation of annual register, tabulating and publishing the annual street list, voting list, jury list, and voter registration. The Town Clerk is responsible for certification of signatures on nomination papers and petitions, providing election information, staff training, setting up polls, providing and mailing absentee ballots, all election day procedures, tallying results of voting and transmitting same to the Secretary of State. The 2016 State Election was also the first time that the state of MA has held early voting. For two weeks, prior to the election, voters were able to come to Town Hall and cast their ballot. All information is maintained on the Mass. Central Voter Registry computer system. Early voting also occurred for 10 days before the November 6, 2018 State Election. Voters noted how much they appreciated this option so this office can only expect to see an increase in early voters at the November 2020 Election.

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

TOWN OF HOLDEN

FY 2020 BUDGET

DEPARTMENT Town Clerk	FUNCTION Town Clerk	FUNCTION CODE 01-161
DEPARTMENT HEAD Dale Hickey	PREPARED BY Dale Hickey	

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
82,268	99,676	73,511	78,877	35,972	5110	Town Clerk	83,085	83,085
94,501	80,912	84,780	88,897	41,088	5112	Clerical	92,413	92,413
1,150	1,150	1,150	1,150	575	5125	Registrar/Census Coll.	1,150	1,150
11,172	18,386	5,441	25,750	18,870	5126	Election/Tn Mtg Pers.	20,000	20,000
860	1,170	571	2,000	720	5132	Overtime	1,250	1,250
189,951	201,294	165,453	196,674	97,225		*Total Salary & Wages*	197,898	197,898
3	3	3	3	3		# Personnel F/T	3	3
57	68	68	68	68		# Personnel P/T	57	57
4,762	512	737	700	387	5242	Equipment Maintenance	700	700
2,008	1,441	2,631	1,776	0	5311	Record Preservation	2,370	2,370
292	289	289	300	96	5340	Cell Phone	300	300
2,040	2,697	2,200	2,330	1,225	5343	Postage	2,300	2,300
3,666	3,921	3,772	4,000	1,029	5421	Office Supplies	4,000	4,000
4,882	7,300	2,647	16,195	6,053	5582	Election/TnMtg Expenses	16,000	16,000
7,637	7,595	7,421	8,615	3,119	5583	Census	8,800	8,800
152	125	221	365	106	5711	Mileage Reimbursement	365	365
440	440	470	500	410	5731	Association Dues	500	500
97	97	101	110	55	5732	Subscriptions	110	110
590	411	1,019	1,200	441	5733	Education	1,300	1,300
26,566	24,828	21,508	36,091	12,921		*Total Expense*	36,745	36,745
216,517	226,122	186,961	232,765	110,146		*Total Budget*	234,643	234,643

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 of Holden opted to withdraw from the State sponsored Group Insurance Commission (GIC) for health insurance for FY 2019 because of uncertainties regarding the health plans available. The Town will continue to offer Fallon Health for the upcoming year. 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 Senior 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 FY20 budget is level funded at \$7,000.
- The premium costs for the Property & Liability Insurance, as well as Workers' Compensation, are allocated across these additional funds: Recreation Programs, Recreation After-School Program, and Cable TV. Those 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.

Estimated Insurance Budgets

Department	Health	Life	Medicare	Property & Liability
Light	350,000	1,400	27,000	50,000
Water/Sewer	115,000	450	9,000	25,000
Solid Waste	8,500	15	450	0
Inspections	22,000	90	2,500	0
Recreation	8,000	0	0	5,000
After School	40,000	115	8,000	2,500
Cable	18,000	38	1,400	1,250
General Fund	1,650,000	6,000	125,000	175,000
Total	\$2,211,500	\$8,108	\$173,350	\$258,750

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
54,899	79,749	77,484	75,000	62,589	5171 Workers Compensation Policy	75,000	75,000
102,144	109,818	112,246	117,000	59,794	5173 Town Medicare	125,000	125,000
12,593	14,195	5,216	6,000	2,606	5174 Life Insurance	6,000	6,000
1,191,284	1,246,428	1,311,073	1,475,000	827,094	5175 Health Insurance	1,650,000	1,650,000
12,047	30,544	7,594	75,000	5,646	5740 Unemployment Insurance Pay As You Go	75,000	75,000
141,589	159,178	175,506	175,000	98,441	5741 Property/General Liability	175,000	175,000
36,302	34,204	34,111	40,000	32,138	5742 Police Insurance Policy	40,000	40,000
36,302	34,204	34,111	40,000	32,138	5743 Fire Insurance Policy	40,000	40,000
1,120	1,220	1,120	1,200	1,020	5744 Official Bonds	1,200	1,200
4,955	4,775	4,758	7,000	2,986	5746 Flexible Spending Account	7,000	7,000
1,593,235	1,714,315	1,763,219	2,011,200	1,124,452	*Total Expense*	2,194,200	2,194,200
1,593,235	1,714,315	1,763,219	2,011,200	1,124,452	*Total Budget*	2,194,200	2,194,200

RETIREMENT

The base retirement assessment is paid in part by the Municipal Light Department, the Water/Sewer Department, the Recreation Department (both Programs and 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 3.5%. There is an additional \$3,086 added to the General Fund budget in the event that the Town receives an invoice for an employee who may have been called to active military duty.

Since FY 2010 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 \$40,106.

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$333,936	\$16,615	\$350,551
Water/Sewer	\$107,475	\$7,311	\$114,786
Recreation Programs	\$22,000		\$22,000
Recreation After School	\$23,000		\$23,000
Solid Waste	\$6,200		\$6,200
Inspections	\$19,000		\$19,000
Cable TV	\$17,000		\$17,000
General Fund	1,554,379	\$42,535	\$1,596,914
Total	\$2,082,990	\$66,461	\$2,149,451

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
1,279,798	1,375,352	1,381,561	1,531,053	1,527,553	5177	Retirement	1,600,000	1,600,000
1,279,798	1,375,352	1,381,561	1,531,053	1,527,553		*Total Expense*	1,600,000	1,600,000
1,279,798	1,375,352	1,381,561	1,531,053	1,527,553		*Total Budget*	1,600,000	1,600,000

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2020. As of June 30, 2018, the total long-term debt outstanding for the Town of Holden was \$44,458,333.76 of which \$12,514,149.16 is considered to be inside the debt limit, and \$31,944,184.60 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 **proposed** EQV is \$2,374,397,800 and results in a estimated debt limit of \$118,719,890.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The total School debt excluded amount will be reduced by the Massachusetts School Building Authority reimbursement in the amount of \$1,732,786. The Debt Service for the Public Safety Building (less \$1,445 for an amortized bond premium) is also debt excluded. The final debt excluded number does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget.

The Town of Holden authorized the replacement of the Mountview Middle School in April, 2013. The Town of Holden issued a permanent bond in the amount of \$15 million in June 2016 and an additional \$4,015,000 in June 2017 and renewed a Bond Anticipation Note (BAN) in the amount of \$875,000 to pay the balance of the expenses due on Mountview Middle School. Once the final audit of the Mountview Middle School is completed by the Massachusetts School Building Authority, the final reimbursement from the State will be received. In the event that MSBA is not scheduled to be received before June of 2019, the Town may need to renew the \$875,000 BAN.

In December, 2018 the Town of Holden voters approved a debt excluded project in the amount of \$18 million to build a new DPW facility at 18 Industrial Drive. The plan is to issue Bond Anticipation Notes as the project begins.

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.

TOWN OF HOLDEN

FY 2020 BUDGET

DEPARTMENT		FUNCTION		FUNCTION CODE				
Non-Departmental		Debt Service		01-710				
DEPARTMENT HEAD		PREPARED BY						
Sharon A. Lowder		Sharon A. Lowder						
Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Manager FY 2020		
EXEMPT DEBT							EXEMPT DEBT	
2,557,825	2,555,950	2,557,600	2,548,000	2,498,000	5921 DE School Building	2,550,000	General funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of approximately \$1,732,786 for an estimated net debt exclusion of \$3,340,039	
437,556	115,179	13,089	200,000	0	5920 DE Mt. View BAN	30,000		
983,688	988,262	953,375	956,425	165,713	5929 DE Public Safety Building	957,000		
221,450	220,425	211,150	0	0	5927 DE Pool	0		
	1,331,505	1,651,075	1,609,475	327,238	5932 DE Mt.View Construction Perm	1,565,825		
4,200,519	5,211,321	5,386,289	5,313,900	2,990,951	sub-total	5,102,825		
NON-EXEMPT DEBT								
63,113	59,849	0	0		5931 Mountview Feasibility Study	0		
3,804	3,804	3,804	3,804	3,804	5925 Septic Repair	3,804		
72,013	72,013	72,013	72,013	39,527	5928 Connection Loan Debt	72,014		
77,747	74,162	0	0	0	595001 Capital Plan Borrowing FY12	0		
0	41,600	40,800	0	0	595003 Capital Plan Borrowing FY13	0		
113,575	103,950	99,450	95,400	93,600	595002 Capital Plan Borrowing FY15	91,800		
0	0	0	133,525	12,212	595005 Capital Plan Borrowing FY18	135,450		
330,252	355,378	216,067	304,742	149,143	sub-total	303,068		
4,530,771	5,566,699	5,602,356	5,618,642	3,140,094	*Total Budget*	5,405,893	0	
Infrastructure Investment Fund								
222,889	222,889	0	0	0	Municipal Pool	0		
325,000	325,000	0	0	0	Public Safety Building	0		
547,889	547,889	0	0	0	*Total*	0		

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 Implementation 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. Due to the increasing complexity of environmental issues associated with the growing pace of development a much needed position for a part time Conservation Commission Agent was filled in FY 2017.

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. This work is done to insure compliance with the appropriate State regulations.

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 48 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, two Senior Clerks, a part time Conservation 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 FY 2020

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, Leicester, and West Boylston. The contract was renewed for three years in FY 2019.
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 is currently being expanded to include the Board of Health Permitting.

PLANNING AND DEVELOPMENT

3. The continued growth and environmental constraints experienced throughout the Town have warranted the hiring of a part time Conservation Agent, the inspections required to be conducted throughout various phases of construction of the Conservation Commission are proposed to be expanded and efficiency approved through the use of various tablets and peoples forms. Providing an automatic electronic record of inspections that can be easily shared with various permitting authorities in all departments.
4. The completion of a Build-Out study and ten year update of the 2008 Master Plan efforts of the Master Plan Committee will result in implementation of recommendation in FY 2020, which include updating the 2012 Open Space Recreation Plan.

TOWN OF HOLDEN

FY 2020 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 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
26,036	66,933	69,249	76,109	44,289	5110	Director of Planning and Development	77,055	77,055
78,575	0	0		0	5111	Town Planner	0	0
0	26,293	28,255	29,260	0	5111	Code Enforcement Officer	33,855	33,855
29,462	32,074	33,915	39,691	39,691	5112	Clerical	45,392	45,392
3,092	1,671	1,631	3,500	325	5122	Clerical Meetings	3,500	3,500
0	770	0	0	0	5119	Barn Inspection	0	0
0	20,807	20,578	23,915	9,794	5120	PT Conservation Agent	25,562	25,562
137,165	148,548	153,628	172,475	94,099		*Total Salary & Wages*	185,364	185,364
4	4	4	4			# Personnel F/T	4	4
1	3	2	2			# Personnel P/T	2	2
6,569	10,196	10,106	10,500	0	5298	Wachusett Recycling Center	10,500	10,500
1,500	1,500	1,500	1,500	0	5299	Greenway Task Force	1,500	1,500
3,006	2,558	2,604	2,400	554	5301	Advertising	2,400	2,400
0	25	2,001	2,600	0	5303	Consulting Services	2,600	2,600
0	1,500	23,500	6,500	0	5311	Software License/Support	6,500	6,500
1,424	1,224	1,456	1,400	408	5340	Cell Phones	1,400	1,400
2,268	2,670	2,467	3,500	1,020	5343	Postage	3,500	3,500
3,854	4,120	2,465	3,000	1,200	5421	Office Supplies	3,000	3,000
0	0	0	1,200	133	5500	Health Programs (Stericycle)	1,200	1,200
230	850	815	1,500	447	5509	Train/Educ/Programs	1,500	1,500
0	28	0	0	0	5510	Technical Ref Books	0	0
2,347	629	0	1,000	0	5582	Non Capital Equipment	1,000	1,000
0	2,173	2,123	3,000	47	5711	Mileage Reimbursement	3,000	3,000
4,500	4,613	4,728	5,200	4,846	5730	CMRPC Dues	5,200	5,200
930	1,491	1,212	1,800	1,130	5731	Association Dues	1,800	1,800
42	42	46	0	0	5732	Publications	0	0
0	0	0	300	0	5733	Expense of Meetings	300	300
0	0	0	2,000	0	5792	Master Plan	0	0
69,540	71,244	73,020	76,500	31,659	5793	Board of Health Regionalization	77,500	77,500
0	675	150	1,000	32	5794	Open Space and Rec Plan	5,000	5,000
						Software Purchase	1,000	1,000
96,210	105,538	128,193	124,900	41,476		*Total Expenses*	128,900	128,900
233,375	254,086	281,821	297,375	135,575		*Total Budget*	314,264	314,264

SEALER WEIGHTS & MEASURES

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.

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

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2019	Manager FY 2019
3,000	4,000	4,000	4,000	1,846	5120	Sealer Wgths/Measures	4,000	4,000
3,000	4,000	4,000	4,000	1,846		*Total Salary & Wages*	4,000	4,000
0	0	0	0			# Personnel F/T		
1	1	1	1			# Personnel P/T		
392	546	495	1,400	1,328	5582	Supplies	400	400
300	300	400	400	185	5710	Car Allowance	400	400
120	75	280	400	260	5731	Association Dues/Ed	300	300
812	921	1,175	2,200	1,773		*Total Expense*	1,100	1,100
3,812	4,921	5,175	6,200	3,619		*Total Budget*	5,100	5,100

TOWN OF HOLDEN

FY 2020 BUDGET

	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Request FY 2020	Manager FY 2020
PUBLIC SAFETY							
Police Department	1,951,864	2,064,360	2,100,658	2,292,632	990,425	2,495,853	2,495,853
Dispatch	327,099	306,040	259,480	604,969	96,475	683,223	683,223
Animal Control	57,893	58,152	58,154	70,987	29,879	56,159	56,159
Fire Department & EMS	1,966,047	2,076,599	2,072,889	2,221,820	957,050	2,357,747	2,275,423
Emergency Management	78,469	87,989	85,208	83,633	33,847	85,800	85,800
Public Safety Building	185,812	177,956	213,748	198,500	52,396	208,500	207,500
TOTAL	4,567,184	4,771,096	4,790,137	5,472,541	2,160,072	5,887,282	5,803,958

POLICE DEPARTMENT

ADMINISTRATION

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

CRIME PREVENTION

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

INVESTIGATION

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

POLICE DEPARTMENT

TRAFFIC DIVISION

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

COMMUNITY POLICING

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

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
110,188	116,453	123,626	128,320	63,154	5110 Chief of Police	129,939	129,939
59,247	70,116	0	39,648	6,350	5111 Admin Labor (50% Lieut)	44,608	44,608
40,462	40,998	41,660	42,479	19,614	5112 Admin Clerical	43,668	43,668
0	0	0	0	0	N Admin Clerical ACO	18,065	18,065
0	0	0	0	0	N Promote Sargeant (3rd)	5,521	5,521
4,050	5,617	5,167	10,000	0	5113 Community Policing	10,000	10,000
508,587	531,325	553,940	530,538	245,848	5114 Crime Labor	544,657	544,657
137,239	144,401	151,594	227,680	70,422	5115 Invest Detectives	241,404	241,404
455,920	501,712	583,262	563,840	282,874	5116 Highway Patrolmen	579,409	579,409
					N 2 New Officers Requested	97,158	97,158
17,773	13,601	9,060	35,000	9,693	5119 Part Time Officers	35,000	35,000
56,919	61,198	65,206	70,036	30,799	5121 School Resource Officer	63,510	63,510
55,979	56,881	62,143	64,127	29,376	5122 PD Administrator	64,923	64,923
6,207	9,198	2,044	10,000	9,875	5132 Admin Special Details	10,000	10,000
28,225	15,308	13,576	35,750	3,950	5134 Court Overtime	35,750	35,750
18,280	22,821	24,892	40,000	14,008	5135 O T Misc & Training	40,000	40,000
37,569	42,141	42,226	40,000	14,277	5136 Highway OT Det/Invest	40,000	40,000
4,000	7,500	5,000	5,000	5,570	5140 Performance Bonus	6,000	6,000
1,075	1,075	1,075	1,075	0	5143 Physical Fitness	1,075	1,075
12,017	12,018	22,015	27,015	0	5144 Education	27,015	27,015
				0	N Education - 2 new officers	10,000	10,000
7,933	10,526	13,788	15,000	6,833	5147 Support Shift Differential	15,000	15,000
7,621	5,720	7,785	6,500	3,460	5148 Holiday Pay	6,500	6,500
188,526	200,161	182,691	193,624	87,282	5160 Education Stipend	200,151	200,151
1,757,817	1,868,770	1,910,750	2,085,632	903,385	*Total Salary & Wages*	2,269,353	2,269,353
23	25	25	25	25	# Personnel F/T	27	27
6	3	3	3	3	# Personnel P/T	3	3

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
43,185	65,070	53,182	38,500	20,314	5242	Equipment Maintenance	40,000	40,000
6,698	538	5,983	13,000	475	5244	Radio Maintenance	13,000	13,000
801	1,602	0	2,000	0	5304	Physicals	3,000	3,000
15,310	16,384	15,932	15,000	7,887	5340	Pager/Cell Phone	15,000	15,000
1,026	1,506	1,503	1,500	76	5343	Postage	1,500	1,500
23,597	23,045	30,134	31,000	13,937	5410	Petro Products	30,000	30,000
3,810	6,660	4,690	6,000	4,603	5421	Office Supplies	6,000	6,000
5,190	8,404	6,873	2,000	5,329	5430	Building Maintenance	4,000	4,000
24,224	18,027	17,944	25,000	9,424	5480	Vehicle Maintenance	25,000	25,000
490	371	256	500	100	5490	Prisoner Food	500	500
24,389	17,805	12,306	24,000	9,379	5509	Training & Education	25,000	25,000
0	0	0	0	0		N Training & Uniforms-New Office	10,000	10,000
891	1,144	429	750	0	5510	Safety Programs	750	750
32,193	27,962	34,026	40,000	12,051	5581	Uniforms	44,000	44,000
431	3,078	2,251	1,000	1,809	5582	Office Equipment	1,000	1,000
1,467	665	0	1,000	522	5584	Defib Equipment	2,000	2,000
3,435	3,329	3,561	2,500	1,106	5731	Association Dues	2,500	2,500
323	0	0	1,500	0	5732	General Laws	1,500	1,500
0	0	838	750	28	5733	Expense of Meetings	750	750
0	0	0	500	0	5787	Lockup Fees	500	500
0	0	0	500	0	5789	Traffic Signs	500	500
6,587	0	0	0	0	5840	C Sidearms Replacement	0	0
194,047	195,590	189,908	207,000	87,040		*Total Expense*	226,500	226,500
1,951,864	2,064,360	2,100,658	2,292,632	990,425		*Total Budget*	2,495,853	2,495,853

DISPATCH

WACHUSETT REGIONAL EMERGENCY COMMUNICATIONS CENTER

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

In September 2017 we added the Town of West Boylston for Fire, Police, and EMS dispatching.

DEPARTMENT Police	FUNCTION Dispatch	FUNCTION CODE 01-250
DEPARTMENT HEAD David Armstrong	PREPARED BY David Armstrong	

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
24,992	30,050	0	39,648	7,937	5111	Adm Labor (50% Lieut)	44,609	44,609
229,691	214,351	197,347	416,472	61,133	5117	Dispatchers	478,506	478,506
0	0	0	0	0	5117 N	Promote 2 to Supervisor	4,110	4,110
0	0	0	41,449	0	5117 N	New Dipatcher (11th) *	40,998	40,998
47,671	33,276	31,026	35,000	14,183	5119	PT Dispatchers	35,000	35,000
13,403	12,994	13,319	40,000	2,797	5135	OT Misc & Training	40,000	40,000
315,757	290,671	241,692	572,569	86,050		*Total Salary & Wages*	643,223	643,223
7	8.5	9	10	10		# Personnel F/T	11	11
4	9	9	7	7		# Personnel P/T	7	7
5,000	8,672	10,417	7,400	8,663	5243	Software Support (IMC)	15,000	15,000
3,682	2,930	2,937	3,500	1,122	5342	Radio Lines	3,500	3,500
0	171	498	1,500	0	5421	Office Supplies	1,500	1,500
30	3,596	3,796	7,500	0	5509	Training & Education	7,500	7,500
2,630	0	140	4,500	640	5581	Uniforms	4,500	4,500
0	0	0	8,000	0	5244	Microwave Service Contract	8,000	8,000
11,342	15,369	17,788	32,400	10,425		*Total Expense*	40,000	40,000
327,099	306,040	259,480	604,969	96,475		*Total Budget*	683,223	683,223
Additional Funding Sources								
85,290	120,556	235,028	203,851	51,713		Revenue from member towns	242,495	242,495
158,784	165,648	224,227	334,124	100,243		Support & Incentive State Grant	334,124	334,124
244,074	286,204	459,255	537,975	151,956			576,619	576,619

ANIMAL CONTROL

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

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

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

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
47,894	48,671	49,462	50,461	23,290	5113	Animal Control Officer	27,100	27,100
4,301	3,601	2,967	8,326	3,536	5114	Call Outs	16,259	16,259
0	0	599	1,600	76	5119	Barn Inspection	1,600	1,600
1,088	628	962	2,000	237	5132	Overtime	2,000	2,000
53,283	52,900	53,990	62,387	27,139		*Total Salary & Wages*	46,959	46,959
1	1	1	1	1		# Personnel F/T	1	1
1	1	1	1	1		# Personnel P/T	1	1
0	0	0	200	0	5244	Radio Maintenance	200	200
501	865	595	900	200	5343	Postage	900	900
1,212	2,411	1,054	3,000	1,291	5382	Dog Expense	3,000	3,000
1,040	869	648	1,500	406	5410	Petro	1,500	1,500
200	24	817	1,000	201	5480	Vehicle Maintenance	1,000	1,000
28	0	0	400	0	5510	Education	1,000	1,000
797	994	1,000	1,000	602	5581	Uniforms	1,000	1,000
782	39	0	500	0	5582	Equipment	500	500
50	50	50	100	40	5731	Association Dues	100	100
4,610	5,252	4,164	8,600	2,740		*Town Expense*	9,200	9,200
57,893	58,152	58,154	70,987	29,879		*Total Budget*	56,159	56,159

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.

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

Regional CERT Team.

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

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

Emergency Management Coordinator, Chris Montiverdi, continually works on Town preparedness including a School Response Plans and assisting the various Town Departments in developing Continuation Of Operations Plans (COOP) and training. The COOP plans are vital to keep the town running in the event of a major emergency.

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
120,042	121,976	119,609	120,928	54,749	5110 Chief	127,421	127,421
90,482	90,415	153,073	94,429	43,583	5111 Assistant Chief	96,319	96,319
67,382	65,786	64,473	74,250	31,597	5112 Clerical	80,741	77,630
988,213	1,018,430	948,988	1,113,994	497,739	5113 Firefighters Full Time	1,143,329	1,143,329
0	0	0	0		5113 N 6 SAFER Postions	79,433	79,433
4,151	3,413	3,469	3,552	1,229	5117 Deputy Chiefs	0	0
120,741	168,337	149,342	207,713	60,716	5118 Call Firefighters	207,713	140,000
242,138	285,493	267,681	198,000	121,103	5132 Overtime	198,000	188,000
9,703	6,990	7,275	12,000	2,950	5133 Weekend Coverage	12,000	12,000
0	0	0	1,500	0	5144 Education Coord Stipend	1,500	1,500
2,500	2,500	2,500	2,750	0	5140 EMS Coord Stipend	3,000	3,000
0	0	15,518	5,000	0	5141 IOD	5,000	5,000
448	653	648	500	296	5147 Shift Lead Pay	500	500
56,568	58,775	60,453	68,252	29,842	5148 Holiday Pay	68,887	68,887
0	0	0	402	0	5148 N Holiday Pay SAFER	4,149	4,149
5,400	5,400	15,400	4,400	0	5148 Holiday Pay New Captain	0	0
				0	5160 Education Stipends	5,900	5,900
				0	5160 N Education Stipends SAFER	575	575
0	12,000	0	12,000	12,188	5142 Residency Stipends	15,000	15,000
				0	5142 N Residency Stipends SAFER	480	480
0	0	0	18,000	0	5143 Physical Fitness Stipends	18,000	18,000
				0	5143 N Physical Fitness Stipends SAFER	1,500	1,500
1,707,768	1,840,168	1,808,429	1,937,670	855,992	*Total Salary & Wages*	2,069,447	1,987,123
21	19	19	19	19	# Personnel F/T	25	25
0	1	1	1	1	# Personnel P/T	1	1
53	33	20	26	21	# Personnel On-Call	21	21
		8	1	3	# Personnel Recruits	3	3

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
3,079	3,522	4,374	3,500	572	5212	Utilities	4,000	4,000
1,338	1,190	1,284	1,500	533	5231	Water/Sewer	1,500	1,500
16,419	14,584	20,944	20,000	6,607	5244	Fire/EMS Equipment Maint	21,000	21,000
2,031	2,031	2,031	2,100	846	5249	Radio/Alarm Lines	2,100	2,100
5,098	5,017	4,682	5,200	1,188	5340	Cell Phone/Pagers	4,200	4,200
16,289	17,971	19,873	24,500	9,139	5410	Petro Products	25,500	25,500
5,328	2,406	4,895	4,500	2,029	5421	Office Supplies	4,500	4,500
5,358	7,886	6,626	6,500	1,325	5430	Building Maintenance	6,500	6,500
30,937	26,144	32,009	36,000	7,543	5480	Vehicle Maintenance	36,000	36,000
469	647	0	1,000	0	5490	Emergency Food	1,000	1,000
1,235	2,345	1,105	2,000	1,960	5500	Physicals/PAT	2,000	2,000
0	0	0	0	0	5500 N	OSHA Regulatory	2,350	2,350
11,472	11,723	13,413	9,000	3,391	5510	Fire Train/Education/Programs	9,000	9,000
2,362	8,505	0	7,000	6,185	5511	EMS Training/Certification	7,000	7,000
5,022	740	2,803	3,000	0	5512	Call Firefighter Retention	0	0
22,657	8,402	27,948	13,250	6,996	5581	Uniform Allowance/Cleaning	16,250	16,250
5,806	7,129	0	14,500	498	5583	Uniforms/Protective Equip	14,500	14,500
15,005	14,666	14,298	15,000	2,327	5582	Equipment/Hose	15,000	15,000
39,351	32,866	37,817	40,000	13,712	5584	Medical Supplies/Equip	40,000	40,000
342	407	244	400	47	5711	Mileage Reimbursement	400	400
1,950	1,453	0	0	0	5720	Out of State Travel	0	0
26,438	26,811	29,846	30,200	20,818	5783	Licenses and Fees	30,500	30,500
35,448	33,738	35,324	40,000	15,342	5784	EMS Billing Contractor	40,000	40,000
4,845	6,248	4,944	5,000	0	5870 C	Radio/Pager Purchase	5,000	5,000
258,279	236,431	264,460	284,150	101,058		*Total Expenses*	288,300	288,300
1,966,047	2,076,599	2,072,889	2,221,820	957,050		*Total Budget*	2,357,747	2,275,423

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
61,764	63,851	67,609	68,883	31,792	5111	EM Coordinator	70,800	70,800
7,500	7,500	6,000	4,750	923	5120	Stipend	5,000	5,000
69,264	71,351	73,609	73,633	32,715		*Total Salary & Wages*	75,800	75,800
0	1	1	1	1		# Personnel F/T	1	1
0	0	0	0	0		# Personnel P/T	0	0
745	666	671	1,000	204	5430	Cell Phone	1,000	1,000
318	764	2,878	3,000	337	5510	Training	3,000	3,000
8,142	15,208	8,050	6,000	591	5582	Emergency Supplies	6,000	6,000
9,205	16,638	11,599	10,000	1,132		*Total Expense*	10,000	10,000
78,469	87,989	85,208	83,633	33,847		*Total Budget*	85,800	85,800

PUBLIC SAFETY BUILDING

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

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

An outside cleaning firm not only handles day to day cleaning but is also contracted to do semi-annual cleaning of all rugs and waxing of floors and annual window and exterior cleaning.

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

With the advent of the regional dispatch center in FY 2015, the Town moved some of its key computer systems to the 911 room in the Public Safety Building as the room is well protected and has both a major Uninterruptable Power Supply (UPS) and a backup generator that can run almost the entire building in the event of a major power outage.

DEPARTMENT Public Safety	FUNCTION Public Safety Building	FUNCTION CODE 01-215
DEPARTMENT HEAD	PREPARED BY Peter Lukes	

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
68,805	69,823	60,110	64,500	27,474	5212	PSB Utilities	64,500	64,500
3,498	4,217	6,637	6,000	1,260	5214	PSB Fuel	6,000	6,000
6,394	5,885	14,595	11,000	2,445	5231	PSB Water Sewer	11,000	11,000
38,867	51,458	88,583	50,000	4,668	5242	PSB Mechanical & Maint	56,000	56,000
29,245	11,486	8,372	26,000	422	5244	Maint. Contracts	30,000	30,000
33,216	32,629	34,694	35,000	16,127	5430	PSB Cleaning	35,000	35,000
5,787	2,458	757	6,000	0	5450	PSB Cleaning Supplies	6,000	5,000
185,812	177,956	213,748	198,500	52,396		*Total Expenses*	208,500	207,500
185,812	177,956	213,748	198,500	52,396		*Total Budget*	208,500	207,500

TOWN OF HOLDEN

FY 2020 BUDGET

	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Request FY 2020	Manager FY 2020
PUBLIC WORKS							
Administration	190,927	195,512	201,999	208,112	114,136	199,491	199,491
Engineering	203,460	287,809	260,372	300,384	106,102	338,313	338,313
Highway Division	1,288,997	1,288,527	1,377,291	1,352,076	485,499	1,393,305	1,393,520
Mechanics Division	191,127	203,385	204,838	208,506	97,272	219,955	219,955
Buildings/Grounds	632,762	671,388	720,017	773,648	355,197	819,418	819,418
Garage Division	43,809	48,136	65,732	47,800	11,114	48,000	49,000
TOTAL	2,551,082	2,694,757	2,830,249	2,890,526	1,169,320	3,018,482	3,019,697

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 120-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.

TOWN OF HOLDEN

FY 2020 BUDGET

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

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
116,923	120,070	124,398	128,345	59,749	5110	DPW Director	129,939	129,939
60,031	63,441	65,973	68,067	48,648	5112	Clerical	58,172	58,172
176,954	183,511	190,371	196,412	108,397		*Total Salary & Wages*	188,111	188,111
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	0	0		# Personnel P/T	0	0
51	24	1,239	100	0	5244	Radio Maintenance	100	100
695	666	924	650	204	5340	Pagers/Cell Phone	650	650
98	292	69	300	70	5343	Postage	300	300
568	707	699	750	352	5410	Petro Products	830	830
4,298	4,147	1,984	3,500	780	5421	Office Supplies	3,000	3,000
4,217	3,101	2,006	2,500	911	5422	Printing	2,500	2,500
600	1,219	1,293	1,300	1,674	5480	Vehicle Maintenance	1,300	1,300
0	21	224	100	0	5584	Safety Wear	100	100
1,755	1,626	1,388	1,900	1,554	5731	Association Dues	2,000	2,000
42	0	0	100	0	5732	Books & Periodicals	100	100
1,649	198	1,802	500	194	5733	Expense of Meetings	500	500
13,973	12,001	11,628	11,700	5,739		*Total Expenses*	11,380	11,380
190,927	195,512	201,999	208,112	114,136		*Total Budget*	199,491	199,491

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.

TOWN OF HOLDEN

FY 2020 BUDGET

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

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
127,728	127,293	135,687	153,389	69,512	5111	Engineers	155,523	155,523
0	6,817	9,225	11,520	3,924	5119	Engineer Intern	11,840	11,840
127,728	134,110	144,912	164,909	73,436		*Total Salary & Wages*	167,363	167,363
2	2	2	2	2		# Personnel F/T	2	2
0	1	1	1	1		# Personnel P/T Intern	1	1
38,065	98,419	61,820	75,000	11,027	5299	Post Closure Monitoring	100,000	100,000
7,895	10,000	11,748	10,000	2,888	5303	Consulting Services	10,000	10,000
1,046	1,046	1,099	1,500	1,245	5306	Design Software	1,500	1,500
12,690	15,177	15,000	15,000	10,200	5311	GIS	15,000	15,000
1,715	1,848	1,584	1,500	628	5340	Pagers/Cell Phones	1,600	1,600
431	433	69	500	70	5343	Postage	500	500
872	806	1,116	1,100	339	5410	Petro Products	1,150	1,150
285	2,511	1,802	1,000	1,124	5480	Vehicle Maintenance	1,500	1,500
5,665	3,823	3,980	3,000	222	5582	Equip/Supplies	3,000	3,000
379	77	272	675	253	5584	Safety Wear	500	500
130	0	91	200	0	5710	Car Allowance/Mileage	200	200
189	0	400	500	100	5731	Association Dues	500	500
4,069	18,999	15,340	25,000	4,274	5732	Storm Water NPDES Permit	35,000	35,000
2,301	560	1,139	500	296	5733	Expense of Meetings	500	500
75,732	153,699	115,460	135,475	32,666		*Total Expenses*	170,950	170,950
203,460	287,809	260,372	300,384	106,102		*Total Budget*	338,313	338,313

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.

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
91,423	51,024	76,713	81,725	37,843	5111	Supervisor	86,698	86,698
390,120	354,067	362,895	395,061	164,907	5116	Labor	424,127	424,342
4,560	5,980	1,298	7,040	176	5118	Seasonal Labor	7,680	7,680
12,328	17,489	17,096	18,000	5,355	5132	Overtime	18,000	18,000
8,661	2,340	3,668	8,000	3,825	5140	Police Details	8,000	8,000
221	303	730	250	150	5142	Out of Class	300	300
4,500	2,700	3,600	7,200	0	5143	Incentive Pay/Bonus	6,300	6,300
511,813	433,903	466,000	517,276	212,256		*Total Salary & Wages*	551,105	551,320
9	9	9	9	9		# Personnel F/T	9	9
0	0	0	0	0		# Personnel P/T	0	0
1	1	1	1	1		# Personnel Seasonal	1	1
108,000	108,000	108,000	70,000	32,383	5211	Light Power/Street Lights	70,000	70,000
8,086	12,196	18,700	14,000	12,000	5271	Leased Equipment	18,000	18,000
3,302	3,425	3,762	3,500	1,193	5340	Pagers/Cell Phones	3,500	3,500
5,968	6,070	13,862	7,800	2,278	5410	Petro Products	8,050	8,050
13,206	14,376	12,671	17,000	10,632	5411	Diesel Fuel	21,150	21,150
62,107	74,936	82,296	70,000	25,635	5480	Vehicle Maintenance	70,000	70,000
6,351	5,008	7,305	7,000	2,041	5531	Stock	7,000	7,000
3,989	4,336	4,302	4,000	903	5532	Tools	4,000	4,000
18,585	25,227	14,619	25,000	7,419	5537	Miscellaneous Drainage	25,000	25,000
22,269	15,654	15,223	25,000	14,148	5538	Roadway Maintenance	25,000	25,000
5,368	6,165	17,083	20,000	366	5541	Street Sweeper	20,000	20,000
2,189	2,192	2,291	3,000	1,006	5581	Uniforms	3,000	3,000
4,846	2,612	4,489	4,000	1,339	5584	Safety Wear	3,500	3,500
1,616	1,231	1,885	2,500	200	5783	Licenses	2,000	2,000
35,223	47,241	42,605	50,000	36,756	5788	Line Painting	50,000	50,000
5,028	16,634	1,582	12,000	3,363	5789	Signs	12,000	12,000
471,051	509,321	560,616	500,000	121,581	5890	Snow Removal	500,000	500,000
777,184	854,624	911,291	834,800	273,243		*Total Expenses*	842,200	842,200
1,288,997	1,288,527	1,377,291	1,352,076	485,499		*Total Budget*	1,393,305	1,393,520

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.

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
175,721	185,232	186,986	190,856	89,256	Salary & Wages	201,855	201,855
15,406	18,153	17,852	17,650	8,016	Operating Expense	18,100	18,100
191,127	203,385	204,838	208,506	97,272	*Total Budget*	219,955	219,955
17,000	14,000	14,000	17,000	17,000	Indirects Included:		
40,000	35,000	35,000	33,400	33,400	HMLD Charge	17,000	17,000
57,000	49,000	49,000	50,400	50,400	Water Sewer Enterprise	33,400	33,400
					Indirects	50,400	50,400

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
172,750	182,074	185,016	187,431	88,234	5116	Equipment Mechanics	198,430	198,430
4	322	47	500	984	5132	Overtime	500	500
267	136	123	225	38	5142	Working Out of Class	225	225
2,700	2,700	1,800	2,700	0	5143	Incentive Plan	2,700	2,700
175,721	185,232	186,986	190,856	89,256		*Total Salary & Wages*	201,855	201,855
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
1,199	1,680	1,283	1,200	571	5340	Pagers/Cell Phones	1,300	1,300
982	1,045	1,335	1,300	479	5410	Petro Products	1,380	1,380
387	883	1,011	750	460	5411	Diesel	920	920
3,709	2,133	2,242	2,500	2,308	5480	Vehicle Maintenance	2,500	2,500
5,662	9,467	8,454	8,000	3,142	5532	Mechanic Tools	8,000	8,000
1,510	1,521	1,668	1,800	631	5581	Uniforms	1,800	1,800
1,171	899	1,569	1,100	300	5584	Safety Wear	1,200	1,200
786	525	290	1,000	125	5783	Licenses	1,000	1,000
15,406	18,153	17,852	17,650	8,016		*Total Expenses*	18,100	18,100
191,127	203,385	204,838	208,506	97,272		*Total Budget*	219,955	219,955

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.

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
387,892	405,445	410,057	426,898	200,864	Salary & Wages	464,228	464,228
244,870	265,943	309,960	346,750	154,333	Operating Expense	355,190	355,190
632,762	671,388	720,017	773,648	355,197	*Total Budget*	819,418	819,418
25,000	25,000	28,000	28,840	14,420	Indirects Included:	28,840	28,840
25,000	25,000	28,000	28,840	14,420	4271 Recreation charges	28,840	28,840
					Indirects		

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
331,411	351,021	358,661	374,348	174,785	5116	Labor	407,338	407,338
16,506	16,456	17,215	21,000	5,720	5118	Seasonal Labor	23,040	23,040
5,000	5,000	5,000	0	2,308	5119	PT Temp Facility Manager	0	0
31,187	30,053	26,859	28,000	17,989	5132	Overtime	28,000	28,000
188	215	522	350	62	5142	Out of Class	350	350
3,600	2,700	1,800	3,200	0	5143	Incentive Plan	5,500	5,500
387,892	405,445	410,057	426,898	200,864		*Total Salary & Wages*	464,228	464,228
8	8	8	8	8		# Personnel F/T	8	8
1	0	0	0	0		# Personnel P/T Temporary	0	0
3	3	3	3	3		# Seasonal	3	3
25,772	24,577	26,960	28,000	12,205	5212	Utilities	28,000	28,000
17,344	20,472	25,192	26,000	821	5214	Fuel	26,000	26,000
11,380	11,350	7,839	15,000	9,212	5231	Water/Sewer	16,000	16,000
3,865	1,661	2,278	3,000	2,234	5242	Equipment Repair	3,000	3,000
7,931	7,056	7,056	9,000	3,528	5247	Elevator Maintenance	8,000	8,000
7,828	7,905	4,570	9,000	142	5249	Alarm Monitor	9,000	9,000
2,827	2,902	3,023	3,000	1,118	5340	Pagers/Cell Phone	3,000	3,000
32,641	31,377	32,968	35,000	12,728	5341	Telephone	33,000	33,000
4,924	5,634	7,746	7,000	3,118	5410	Petro Products	7,360	7,360
5,209	7,992	8,321	9,200	6,471	5411	Diesel Fuel	11,280	11,280
609	882	1,199	700	98	5421	Office Supplies	700	700
46,790	60,940	26,629	45,000	14,137	5430	Building Maintenance	45,000	45,000
0	0	56,500	68,000	28,048	5440	Building Cleaning Contract	69,000	69,000
14,065	12,184	12,758	13,000	6,297	5450	Building Supplies	13,000	13,000
30,265	26,125	32,523	30,000	29,141	5460	Parks Maintenance	35,000	35,000
4,760	15,639	5,826	12,000	6,287	5462	Grave Maintenance	12,000	12,000
17,422	20,912	34,962	20,000	15,336	5480	Vehicle Maintenance	22,000	22,000
2,394	2,417	2,544	3,000	346	5532	Tools	3,000	3,000
1,874	2,004	2,209	3,500	1,037	5581	Uniforms	3,500	3,500
5,193	2,834	5,994	4,500	1,884	5584	Safety Wear	4,500	4,500
100	0	0	350	0	5731	Association Dues	350	350
1,677	1,080	2,863	2,500	145	5783	Licenses	2,500	2,500
244,870	265,943	309,960	346,750	154,333		*Total Expenses*	355,190	355,190
632,762	671,388	720,017	773,648	355,197		*Total Budget*	819,418	819,418

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
9,558	10,586	10,532	11,000	4,217	5212 Utilities	11,000	11,000
0	0	15,636	0	0	5213 Utilities 18 Industrial	0	1,000
9,070	10,297	13,896	13,000	369	5214 Fuel / Natural Gas	13,000	13,000
0	0	1,299	0	0	5215 Fuel 18 Industrial	0	0
1,505	1,596	1,921	1,800	753	5231 Water & Sewer	2,000	2,000
0	0	2,868	0	0	5232 Water Sewer 18 Industrial	0	0
1,919	1,954	2,058	2,000	635	5342 Radio Lines	2,000	2,000
21,757	23,703	17,522	20,000	5,140	5430 Building Maintenance	20,000	20,000
43,809	48,136	65,732	47,800	11,114	*Total Expenses*	48,000	49,000
43,809	48,136	65,732	47,800	11,114	*Total Budget*	48,000	49,000

TOWN OF HOLDEN

FY 2019 BUDGET

	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Request FY 2020	Manager FY 2020
OTHER FUNDS							
Water/Sewer Enterprise Fund	6,338,815	6,679,748	7,200,814	8,022,990	3,239,392	8,156,005	8,156,005
Solid Waste Enterprise Fund	1,089,343	1,135,626	1,218,213	1,299,787	572,673	1,331,676	1,331,676
Inspection Revolving Fund	235,220	229,342	227,856	262,176	123,451	263,596	233,596
Cable Revolving Fund	274,239	289,754	432,332	403,018	101,402	401,992	401,992
Recreation Revolving Fund	356,725	373,801	358,450	489,690	249,957	447,008	447,008
Before/After School Revolving Fund	309,575	323,221	323,907	352,653	167,527	356,020	356,020
TOTAL	8,603,917	9,031,492	9,761,572	10,830,314	4,454,402	10,956,297	10,926,297
	Balance FY 2016	Balance FY 2017	Balance FY 2018	Balance FY 2019	December YTD	Balance FY 2020	Balance FY 2020
General Stabilization Fund	2,718,207	3,249,114	3,377,731	3,923,219	3,923,219	4,223,219	4,223,219
Water/Sewer Stabilization Fund	182,551	183,502	181,971	184,346	184,346	184,346	184,346
Fire Vehicle Stabilization Fund	597,862	40,546	261,531	391,252	391,252	491,252	491,252
Open Space Stabilization	0	51,673	101,543	203,150	203,150	253,150	253,150
Dispatch Infrastructure Stabilization	0	5,167	21,220	39,548	39,548	63,548	63,548
DPW Depreciation Fund	455,323	231,404	279,774	383,706	383,706	483,706	483,706
Infrastructure Investment Fund	1,346,167	1,346,934	562	0	0	0	0
Other Post Employment Benefits TF	1,471,687	2,183,577	2,881,266	3,247,711	3,247,711	3,853,160	3,853,160
TOTAL	6,771,797	7,291,917	7,105,598	8,372,932	8,372,932	9,552,381	9,552,381

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 2018, a total of approximately 477 million gallons of water was produced and/or purchased (seventy-one (71) percent produced and twenty-nine (29) 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 more than seventy-eight (78) miles of sanitary sewer mains through the Town of Holden, consisting of gravity and force mains, and the Rutland-Holden Trunk and Relief Sewers (RHTRS). The sewer collection systems consist of various size pipelines constructed of materials such as PVC, asbestos concrete, and concrete, and twenty-eight (28) 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 2020 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 FY2018, approximately 485 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.

TOWN OF HOLDEN

FY 2020 BUDGET

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

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION Description	Request FY 2020	Manager FY 2020
597,738	595,332	616,755	647,925	271,072	Salary & Wages	663,052	663,052
5,380,163	5,956,462	6,082,473	7,125,065	2,954,157	Operating Expenses	7,267,953	7,267,953
360,912	127,954	501,586	250,000	14,163	Capital Outlay	225,000	225,000
6,338,813	6,679,748	7,200,814	8,022,990	3,239,392	Total Budget	8,156,005	8,156,005

						FINANCING PLAN		
5,809,506	5,927,518	5,949,970	5,850,000	3,242,525	4210	Water Rates	6,070,000	6,070,000
0	0	0	110,000	0		Water Rate Increase	170,000	170,000
0	0	0	110,000	0		Sewer Rate Increase	170,000	170,000
24,286	18,851	28,976	20,000	7,284	4220	Water Miscellaneous	20,000	20,000
145,053	145,400	128,100	80,000	52,800	4221	Water Connections	100,000	100,000
164,913	148,674	149,306	149,000	107,333	4222	Tower Rental	158,185	158,185
0	0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
1,140	0	0	1,000	0	4227	Septage UBWPAD	1,000	1,000
0	17,420	21,210	3,000	0	4280	Interest	3,000	3,000
7,852	5,543	2,363	5,000	0	4320	Liens	5,000	5,000
111,824	133,652	120,215	80,000	23,680	4321	Sewer Insp/Entrance Fees	100,000	100,000
349,186	320,772	292,885	250,000	39,995	4751	Sewer Project Assessment	250,000	250,000
2,183	0	0	0	0	4595	Dec '08 FEMA	0	0
0	7,578	0	0	0	4850	W/S Worker Comp. Reimb.	0	0
212,563	0	0	0	0	4921	Bond Premiums	0	0
0	0	2,102	0	0	4940	W/S Sale of Town Assests	0	0
25,669	32,011	41,322	0			Prior Year Unspent Encumbrances	0	0
1,170,005	1,154,560	1,689,000	1,388,935	1,388,935		Free Cash Appropriated from previous	1,070,000	1,070,000
-1,154,560	-1,689,000	-1,388,935	-1,277,000	-1,277,000	3590	Free Cash Appropriated for next year	0	0
6,869,619	6,222,979	7,036,514	6,815,935	3,585,552		TOTAL REVENUE	8,163,185	8,163,185
6,338,813	6,679,748	7,200,814	8,022,990	3,239,392		TOTAL EXPEND.	8,156,005	8,156,005
1,932,630	2,463,436	2,006,667	1,842,367	1,842,367		PRIOR YEAR BALANCE	635,312	635,312
2,463,436	2,006,667	1,842,367	635,312	2,188,527		BALANCE	642,492	642,492
FY20 Projected Surplus							7,180	7,180

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
88,727	72,253	81,743	87,698	40,688	5110	Superintendent	92,354	92,354
38,985	30,727	35,216	37,320	15,290	5112	Clerical	41,651	41,651
377,330	371,888	398,412	413,939	170,121	5116	Labor	427,847	427,847
49,364	53,252	56,542	52,000	25,943	5131	Standby	53,000	53,000
29,809	47,516	36,903	35,000	18,964	5132	Overtime	38,000	38,000
5,513	15,530	3,780	6,000	0	5140	Police Detail	6,000	6,000
296	566	559	600	66	5142	Work/Out of Class	600	600
3,600	3,600	3,600	4,500	0	5143	Incentive Plan	3,600	3,600
0	0	0	10,868	0	5150	Wage Adjustment	0	0
4,114	0	0	0	0	5118	Seasonal Labor	0	0
597,738	595,332	616,755	647,925	271,072		*Total Salary & Wages*	663,052	663,052
10	10		10	10		# Personnel F/T	10	10
0	0		0	0		# Personnel P/T	0	0
8,521	8,054	8,656	9,000	4,247	5173	Medicare	9,000	9,000
367	367	421	450	185	5174	Life Insurance	450	450
56,363	83,287	95,490	125,000	44,312	5175	Health Insurance	115,000	115,000
86,550	93,494	97,563	108,000	106,496	5177	Retirement	120,000	120,000
167,985	169,331	179,040	175,000	65,445	5211	Light and Power	168,000	168,000
3,294	3,263	4,283	5,000	832	5214	Fuel	4,500	4,500
76,008	41,490	37,790	55,000	28,106	5246	Pump Station Water Maintenance	55,000	55,000
54,354	21,243	33,809	45,000	10,061	5247	Pump Station-Sewer Maintenance	45,000	45,000
1,542	7,947	2,211	8,000	515	5248	Generator Maintenance	7,000	7,000
7,712	4,780	0	6,000	98	5249	Sewer Incremental O&M	6,000	6,000
51,014	29,592	24,849	60,000	8,051	5251	Water Incremental O&M	45,000	45,000
12,186	10,503	13,698	20,000	1,188	5291	Hydrant Replacement	15,000	15,000
302,739	207,456	252,123	450,000	0	5300	Legal Services	450,000	450,000
65,783	49,906	38,848	125,000	7,006	5303	Consulting Services	125,000	125,000
512	0	0	1,000	0	5304	Physicals	1,000	1,000
4,217	3,962	4,147	4,400	0	5316	SDWA Assessment	4,400	4,400
1,093,342	1,541,328	1,729,189	1,500,000	399,540	5317	DCR Disposal	1,615,000	1,615,000
765,584	821,992	801,947	850,000	636,209	5318	UBWPAB-Assessment	892,500	892,500
75,884	66,898	95,764	100,000	22,120	5319	MWRA-Maintenance	100,000	100,000
30,000	11,733	15,018	17,000	0	5320	West Boylston Woodland PS IMA	17,000	17,000
4,454	5,085	4,535	4,500	1,657	5340	Pager/Cell Phone	4,500	4,500

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
30,030	22,573	30,094	24,000	13,876	5342 Radio Lines	28,000	28,000
795,306	844,205	631,510	800,000	409,170	5381 Worcester Water	800,000	800,000
11,451	12,357	14,697	14,000	5,588	5410 Petro Products	14,950	14,950
3,752	4,936	7,092	6,500	2,478	5411 Diesel Fuel	7,350	7,350
7,637	8,879	6,590	7,000	1,158	5421 Office Supplies	7,000	7,000
10,162	14,776	8,609	10,000	6,240	5440 Property Maintenance	10,000	10,000
18,505	10,719	19,248	15,000	6,185	5480 Vehicle Maintenance	15,000	15,000
23,845	26,957	18,741	25,000	2,814	5531 Stock	22,000	22,000
7,940	7,611	7,151	7,000	728	5532 Tools	7,000	7,000
69,626	86,529	69,869	90,000	16,591	5535 Chemicals	80,000	80,000
5,502	3,965	14,529	8,000	285	5538 Misc Patch	8,000	8,000
47,173	26,693	21,586	35,000	14,147	5539 New Meters/Repairs	30,000	30,000
44,903	44,903	44,903	45,000	14,968	5580 Billing Expenses	45,000	45,000
1,478	1,549	1,573	2,500	663	5581 Uniforms	2,500	2,500
4,933	2,597	7,850	4,000	1,573	5584 Safety Wear	4,000	4,000
29,034	33,859	43,966	37,000	24,215	5741 Insurances	25,000	25,000
17,104	10,871	13,534	15,000	4,697	5783 Licenses and Training	15,000	15,000
1,266,118	1,486,212	1,557,550	1,719,315	1,006,513	5910 Debt	1,995,403	1,995,403
5,000	8,000	8,000	8,500	4,250	5961 Indirect Manager	8,500	8,500
12,750	13,500	13,500	14,500	7,250	5961 Indirect Collections	14,500	14,500
7,000	8,500	8,500	10,000	5,000	5961 Indirect Accounting	10,000	10,000
40,000	35,000	35,000	33,400	16,700	5961 Indirect Mechanics	33,400	33,400
10,000	15,000	15,000	16,000	8,000	5961 Indirect IT	16,000	16,000
360,912	127,954	501,586	250,000	14,163	5810 Capital Outlay	225,000	225,000
0	0	0	465,000	0	5781 Emergency Reserve (O&M Reserve)	225,000	225,000
42,505	44,560	44,000	45,000	45,000	5966 A Transfer to WS OPEB	45,000	45,000
5,741,075	6,084,416	6,584,059	7,375,065	2,968,320	*Total Expenses*	7,492,953	7,492,953
6,338,813	6,679,748	7,200,814	8,022,990	3,239,392	*Total Budget*	8,156,005	8,156,005

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. Currently, 5,900 residences have subscribed for this service. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collect curbside bi-weekly. The program provides each residence with a blue trash cart (either 65 or 35 gallons) and a green recycling cart (either 95 or 35 gallons). All the carts are equipped with wheels and securely fitting lids. The current fee for this service is \$18.75 for Plan A (65gal. trash/95 gal. recycling) or \$13.50 for Plan B (35gal. trash/35 gal. recycling). There are approximately 5270 residences subscribing to Plan A, and there are 620 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase blue 35 gallon overflow trash bags for \$1.25 per bag. Recyclable items are placed in the green recycling cart and need not be sorted. .

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. The current five year contract with Casella was renewed for an additional 5 years in FY 2018. The FY 2020 costs for recycling and solid waste collection will increase 3% to \$64,164.936 per month for the year

Casella processes the recyclable materials at the Singe 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 an average of 1,800 tons annually at a cost of \$30 per ton for disposal.

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. This past year the Wheelabrator facility was sold to another company that specializes in waste to energy facilities. The new entity, Wheelabrator Technologies Inc. in negotiations with the 47 CMRRC communities agreed to lower the current tipping fee from \$75.66 to 64.00 per ton, with a modest increase to \$66.00

RESIDENTIAL TRASH AND RECYCLING PROGRAM

in July 2016. Under the existing contract the set fee was recalculated in FY2019 to a cost of \$68.18 per ton based upon a formula utilizing the Consumer Pricing Index for the month of March, this same formula will be utilized to calculate the tipping fee for FY 2020 an increase to the tipping fee is expected. The Town of Holden delivered approximately 4800 tons of residential trash to Wheelabrator in 2018.

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.

Due to increasing costs to provide trash service and disposal of waste a user rate increase is being proposed. This increase was anticipated in FY17 and was phased over the five year contract to account for modest increases.

The cost of disposal at Wheelabrator will be based upon the Consumer Pricing Index value of March, 2019, an increase of approximately \$1.00 per ton is expected.

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 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
25,797	42,850	44,158	50,847	8,815	Salary & Wages	51,881	51,882
1,063,546	1,092,776	1,174,055	1,248,940	563,858	Operating Expense	1,279,794	1,279,794
1,089,343	1,135,626	1,218,213	1,299,787	572,673	Total Budget	1,331,676	1,331,676

FINANCING PLAN								
1,135,298	1,124,345	1,213,141	1,245,000	641,752	4210	User Fees	1,245,000	1,245,000
						N Fee Increase \$1	68,760	68,760
15,694	19,619	25,789	17,000	9,969	4220	Misc/Trash Bags	19,000	19,000
2,950	4,200	448	0	0	4240	Large Item Sticker Fee	0	0
1,788	2,040	2,418	600	1,072	4280	Interest	1,000	1,000
1,036	1,582	379	1,200	0	4320	Liens	500	500
1,156,766	1,151,786	1,242,175	1,263,800	652,793		TOTAL REVENUE	1,334,260	1,334,260
30,000	70,000	0	36,000	36,000		FREE CASH CURRENT YEAR	0	0
1,089,343	1,135,626	1,218,213	1,299,787	572,673		TOTAL EXPENDITURES	1,331,676	1,331,676
97,423	86,160	23,962	13	116,120		CURRENT YEAR BUDGET SURPLUS	2,584	2,584
0	0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0
-70,000	0	-36,000	0	0		FREE CASH USE - NEXT YEAR	0	0
249,059	276,482	362,642	350,604	350,604		PRIOR YEAR BALANCE	350,617	350,617
276,482	362,642	350,604	350,617	466,724		BALANCE	353,201	353,201

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
2,869	22,310	22,967	19,027	0	5110	Dir of Planning and Development	19,264	19,264
6,373	2,584	3,228	8,820	0	5112	Clerical	13,618	13,618
16,555	17,956	17,963	23,000	8,815	5119	Compost Operation	19,000	19,000
25,797	42,850	44,158	50,847	8,815		*Total Salary & Wages*	51,881	51,882
2	2	2	2	2		# Personnel F/T (shared)	3	3
0	0	0	0	0		# Personnel P/T (shared)	0	0
256	359	354	520	189	5173	Medicare	450	450
9	13	13	17	7	5174	Life Insurance	15	15
3,428	5,717	5,854	8,000	3,559	5175	Health Insurance	8,500	8,500
3,400	4,500	5,000	5,500	5,475	5177	Retirement	5,500	5,500
20,832	23,477	0	0	0	5245	Toter Storage	0	0
311,888	303,522	371,724	425,000	165,290	5250	Disposal Fees	430,000	430,000
9,866	18,817	33,337	15,000	4,200	5251	Toters/Overflow Bags	30,000	30,000
456,084	469,920	482,643	505,385	250,430	5252	Solid Waste Collection	508,186	508,186
228,036	234,720	244,838	254,168	124,099	5253	Recycling	261,793	261,793
740	2,221	925	2,500	0	5299	Recycling Program	2,500	2,500
0	0	0	500	0	5343	Postage	500	500
97	407	0	1,200	0	5421	Office Supplies	1,200	1,200
16,910	17,103	17,367	18,000	4,409	5580	Billing Expense	18,000	18,000
0	0	0	250	0	5711	Mileage Reimbursement	250	250
0	0	0	500	0	5741	Insurance/Bad Debt	500	500
9,000	9,000	9,000	9,200	4,600	5961	Indirect Collections	9,200	9,200
3,000	3,000	3,000	3,200	1,600	5961	Indirect Accounting	3,200	3,200
1,063,546	1,092,776	1,174,055	1,248,940	563,858		*Total Expenses*	1,279,794	1,279,794
1,089,343	1,135,626	1,218,213	1,299,787	572,673		*Total Budget*	1,331,676	1,331,676

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 8435 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on approximately 7,000 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 6700 residential structures spread across the Town's 120 miles of public roads. The Inspections Division receives about 1600 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 2380 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. Currently the State is using the 2015 IBC as the base code and has adopted the 2009 International Residential code for one and two family construction. The adoption of these codes and the requirements for continuing education for all inspectional staff requires the department to make a substantial commitment to educational materials, code books, and training.

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

Given the residential character of the Town, a significant amount of time is spent by department staff and inspectors working with residents and developers on various building projects. The department has a full time Building Commissioner who also serves as the Zoning Enforcement Officer, one part-time building inspector, one part-time wiring inspector, and one part-time plumbing and gas inspector, and administrative staff shared with Planning and Development. The Inspections Division permitted about \$34,368,000 in FY18 and raised approximately \$236,941 in fees. The Inspectional Services Division has not raised its fees since 2003.

DEPARTMENT Inspection Revolving Fund	FUNCTION Inspection Services	FUNCTION CODE 27 Fund
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela A. Harding	

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
164,836	149,439	148,143	157,031	62,665	Salary & Wages	145,556	145,556
70,384	79,903	79,713	105,145	60,786	Operating Expense	118,040	88,040
235,220	229,342	227,856	262,176	123,451	Total Budget	263,596	233,596

FINANCING PLAN								
30,348	38,795	33,098	30,000	17,530	4420	Wire Fees	30,000	30,000
56,297	65,530	58,400	45,000	25,935	4421	Plumbing/Gas Fees	50,000	50,000
122,220	148,854	143,579	110,000	66,385	4422	Building Fees	110,000	110,000
	0	0	0	0		Fee Increase	55,000	55,000
0	0	0	0	0	4840	Miscellaneous	0	0
208,865	253,179	235,077	185,000	109,850		TOTAL REVENUE	245,000	245,000
235,220	229,342	227,856	262,176	123,451		TOTAL EXPEND.	263,596	233,596
-26,355	23,837	7,221	-77,176	-13,601		Current Year Surplus/(Deficit)	-18,596	11,404
227,962	201,607	225,444	232,665	232,665		Previous Balance	155,489	155,489
201,607	225,444	232,665	155,489	219,064		BALANCE	136,893	166,893

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
48,765	48,831	52,774	54,340	38,918	5111	Building Commissioner	50,782	50,782
61,611	43,838	46,544	39,691	927	5112	Clerical	31,774	31,774
21,455	26,000	25,095	28,000	11,305	5113	Wire Inspector	28,000	28,000
22,330	27,895	23,030	30,000	10,640	5115	Gas/Plumbing Inspector	30,000	30,000
10,675	2,875	700	5,000	875	5119	Building Inspector	5,000	5,000
164,836	149,439	148,143	157,031	62,665		*Total Salary & Wages*	145,556	145,556
3	3	3	3	3		# Personnel F/T (shared)	3	3
5	5	5	5	5		# Personnel P/T	5	5
2,152	2,067	1,994	2,600	1,096	5173	Medicare	2,500	2,500
71	81	81	95	41	5174	Life Insurance	90	90
21,453	30,113	30,249	35,000	16,352	5175	Health Insurance	22,000	22,000
20,200	22,500	24,000	26,000	26,280	5177	Retirement	19,000	19,000
7,400	9,000	9,000	9,000	4,500	5217	IT Indirect - GIS	9,000	9,000
0	0		1,200	600	5216 N	Accounting Indirect	1,200	1,200
0	0		1,200	600	5219 N	Treasurer/Collector Indirect	1,200	1,200
996	130	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
9,500	7,000	7,000	8,000	7,000	5311	Software License/Support	8,000	8,000
3,359	3,359	3,329	3,800	1,120	5340	Cell Phones	3,800	3,800
0	0	0	400	0	5343	Postage	400	400
1,277	713	75	1,500	0	5421	Office Supplies	1,500	1,500
650	865	700	900	535	5509	Train/Educ/Programs	900	900
567	381	0	800	0	5510	Technical Ref Books	800	800
0	360	0	1,000	0	5582	Non Capital Equipment	1,000	1,000
0	0	0	0	0	5710 N	Vehicle Maintenance/Allowance	3,000	3,000
				0	N	Capital Cost new Vehicle	30,000	0
2,384	3,049	3,000	5,400	2,342	5711	Mileage Reimbursement	5,400	5,400
375	285	285	500	320	5731	Association Dues	500	500
0	0	0	250	0	5732	Publications	250	250
0	0	0	500	0	5733	Expense of Meetings	500	500
0	0	0	1,000	0	5794	Hardware Purchase	1,000	1,000
70,384	79,903	79,713	105,145	60,786		*Total Expenses*	118,040	88,040
235,220	229,342	227,856	262,176	123,451		*Total Budget*	263,596	233,596

CABLE REVOLVING FUND

HOLDEN COMMUNITY TELEVISION

ADMINISTRATION – The cost center includes contracts, purchasing and ordering, billing, services, etc. This involves considerable time in order to keep HCTV running at top efficiency in the best interest of the Town of Holden. Daily research used to buy new equipment including investigating new technologies, visiting other locations with similar products, and communication with vendors is very time consuming. This also includes maintenance and repairing of equipment.

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

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

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
85,332	89,431	91,647	100,030	44,294	Salary & Wages	101,214	101,214
188,907	200,323	161,919	302,988	57,108	Operating Expense	300,778	300,778
274,239	289,754	253,566	403,018	101,402	Total Budget	401,992	401,992

FINANCING PLAN							
279,750	287,170	294,561	250,000	0	Charter Access Grant	250,000	250,000
548,250	553,851	551,267	592,262	0	Previous Balance	439,244	439,244
90		0	0	0	PY Encumbrances Closed	0	0
828,090	841,021	845,828	842,262	0	Total Revenue	689,244	689,244
274,239	289,754	253,566	403,018	101,402	Less Expenditures	401,992	401,992
553,851	551,267	592,262	439,244	-101,402	Ending Balance	287,252	287,252

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
67,161	70,972	72,813	75,119	34,970	5110	Public Access Coord.	76,053	76,053
18,171	18,459	18,834	19,911	9,324	5119	Public Access Ass't PT	20,161	20,161
0	0	0	5,000	0	5118	Seasonal/Temp	5,000	5,000
85,332	89,431	91,647	100,030	44,294		*Total Salary & Wages*	101,214	101,214
1	1	1	1	1		# Personnel F/T	1	1
1	2	2	2	2		# Personnel P/T	2	2
0	1	1	1	1		# Personnel Seasonal	1	1
413	552	546	600	471	5171	Workers Comp Ins.	600	600
1,146	1,217	1,247	1,350	658	5173	Medicare	1,400	1,400
38	38	38	38	19	5174	Life Insurance	38	38
14,181	14,952	15,954	17,000	9,284	5175	Health Insurance	18,000	18,000
13,000	13,750	14,000	15,600	15,330	5177	Regional Retirement	17,000	17,000
7,126	12,972	14,854	11,000	5,925	5212	Utilities	11,000	11,000
1,000	1,200	1,200	1,300	650	5216	Accounting Reimb	1,300	1,300
1,000	1,200	1,200	1,300	650	5219	Treas/Coll Reimb	1,300	1,300
4,249	3,155	440	2,000	495	5242	Equipment Maint	2,000	2,000
10,041	6,187	6,799	10,200	750	5243	Network Support	10,200	10,200
29,337	29,700	30,060	30,500	17,720	5270	Studio Rental	30,840	30,840
2,181	2,794	3,758	2,000	554	5271	Studio Rental Expenses	2,000	2,000
3,972	4,010	3,825	3,000	1,670	5430	Studio Cleaning	3,000	3,000
90	115	88	150	26	5343	Postage	150	150
1,052	358	574	1,000	415	5421	Office Supplies	1,000	1,000
0	1,784	0	300	0	5422	Printing	300	300
175	459	469	2,000	527	5423	Office Equipment	2,000	2,000
0	0	0	400	0	5711	Mileage	400	400
250	895	599	1,000	0	5731	Membership	1,000	1,000
0	60	0	1,000	0	5733	Expense of Meetings	1,000	1,000
1,039	1,141	1,152	1,250	740	5741	Property/Liability Ins.	1,250	1,250
98,617	103,784	65,116	200,000	1,224	5830	Equipment Purchase	195,000	195,000
188,907	200,323	161,919	302,988	57,108		*Total Expense*	300,778	300,778
274,239	289,754	253,566	403,018	101,402		*Total Budget*	401,992	401,992

RECREATION REVOLVING FUND

RECREATION DEPARTMENT

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

Adults have responded positively to the active and passive leisure – time activities by participating in classes like 3CPYo, Yoga, basketball, volleyball, Zumba and toning classes. 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, jewelry making 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.

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

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Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimate YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
228,641	248,392	243,115	241,448	155,845	Salary & Wages	251,607	251,607
128,084	125,409	115,335	248,242	94,112	Operating Expense	195,401	195,401
356,725	373,801	358,450	489,690	249,957	Total Budget	447,008	447,008

FINANCING PLAN							
524,022	517,290	525,224	498,827	510,303	Program Fee/Passes	510,303	510,303
20,880	20,159	16,623	20,000	20,000	Snack Bar	20,000	20,000
631,957	720,134	783,782	867,179	867,179	Previous Balance	896,316	896,316
1,176,859	1,257,583	1,325,629	1,386,006	1,397,482	Total Revenue	1,426,619	1,426,619
0	0	0	0	0	Transfer to IIF	0	0
100,000	100,000	100,000	0	0	Transfer to GF	0	0
356,725	373,801	358,450	489,690	249,957	Less Expenditures	447,008	447,008
720,134	783,782	867,179	896,316	1,147,525	Balance	979,611	979,611

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
96,595	96,651	98,601	95,136	50,696	5110	Recreation Director	96,319	96,319
3,679	3,427	2,958	3,311	4,708	5111	Recreation Leader: 8%	3,541	3,541
2,718	2,630	4,957	2,995	4,319	5112	Clerical: 8%	3,078	3,078
25,000	28,000	28,000	28,840	14,420	5116	Labor	28,840	28,840
69,021	87,821	80,962	79,641	69,699	5125	Seasonal Staff	86,402	86,402
31,628	29,863	27,637	31,525	12,003	5140	Independent Contractors	33,427	33,427
228,641	248,392	243,115	241,448	155,845		*Total Salary & Wages*	251,607	251,607
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
1,651	2,208	2,185	2,250	1,882	5171	Workers Comp Ins	2,300	2,300
6,322	6,664	8,330	7,500	4,126	5175	Health Insurance	8,000	8,000
16,500	17,820	18,000	20,000	19,710	5177	Regional Retirement	22,000	22,000
11,752	8,057	12,871	9,275	9,272	5212	Utilities	13,439	13,439
1,300	1,300	1,300	1,350	675	5216	Accounting Reimb	1,350	1,350
5,800	5,800	5,800	5,975	2,988	5219	Treas/Coll Reimb	5,975	5,975
6,603	5,277	10,955	5,859	8,393	5231	Water/Sewer	9,750	9,750
0	7,234	7,183	16,574	3,150	5273	Studio Cleaning	16,874	500
200	329	178	500	0	5421	Office Supplies	500	23,925
20,904	20,121	18,893	22,376	10,216	5430	Holden Pool Maint	23,925	16,874
6,527	6,811	4,918	7,000	1,964	5510	Snack Bar Expense	7,000	0
359	269	172	300	338	5511	Committee Expense	350	7,000
5,377	5,888	8,607	6,927	769	5580	On Line Billing Expense	9,626	350
253	502	680	400	0	5581	Uniforms	450	9,626
4,743	2,622	4,481	3,956	279	5582	Program Supplies	4,862	450
4,156	4,564	4,608	5,000	2,961	5741	Property/Liability Ins	5,000	4,862
0	0	0	0	0	5910	Pool Debt	0	5,000
35,637	29,943	6,174	133,000	27,389	5830	Capital Outlay	64,000	0
128,084	125,409	115,335	248,242	94,112		*Total Expenses*	195,401	195,401
356,725	373,801	358,450	489,690	249,957		*Total Budget*	447,008	447,008

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 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
214,170	211,899	215,448	216,909	94,585	Salary & Wages	226,076	226,076
95,405	110,322	108,117	135,744	72,942	Operating Expense	129,944	129,944
309,575	322,221	323,565	352,653	167,527	Total Budget	356,020	356,020

						FINANCING PLAN		
109	121	220	125	150	4280	53D Monthly Interest	150	150
308,470	328,856	319,698	329,671	359,062	4320	Program Fees	359,062	359,062
308,580	328,977	319,918	329,796	359,212		Total Revenue	359,212	359,212
309,575	322,221	323,565	352,653	167,527		Less Expenditures	356,020	356,020
-995	6,756	-3,647	-22,857	191,685			3,192	3,192
7,714	6,719	13,475	9,828	9,828		Previous Balance	-13,029	-13,029
6,719	13,475	9,828	-13,029	201,513		Balance	-9,837	-9,837

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
38,239	39,947	36,122	38,075	14,192	5111	Recreation Leader	40,716	40,716
29,271	29,814	31,914	34,443	12,980	5112	Clerical	35,400	35,400
146,659	142,138	147,412	144,391	67,413	5125	B/A School Staff	149,960	149,960
214,170	211,899	215,448	216,909	94,585		*Total Salary & Wages*	226,076	226,076
0	0	0	0			# Personnel F/T		
27	31	31	31			# Personnel P/T		
9	9	9	9			# Personnel Seasonal		
826	1,104	1,093	1,150	941	5171	Workers Comp Ins	1,200	1,200
5,453	5,719	5,683	8,000	3,502	5173	Medicare	8,000	8,000
75	85	113	115	57	5174	Life Insurance	115	115
15,463	19,107	28,151	36,000	20,426	5175	Health Insurance	40,000	40,000
17,300	18,700	18,700	21,000	20,477	5177	Regional Retirement	23,000	23,000
12,461	16,560	11,283	16,725	3,792	5212	Utilities	11,622	11,622
1,600	1,900	1,900	1,960	980	5219	Accounting Reimb	1,960	1,960
7,500	8,000	8,000	8,250	4,125	5216	Treas/Coll Reimb	8,250	8,250
3,082	6,041	5,114	5,962	4,805	5231	Water/sewer	6,321	6,321
11,507	12,327	10,281	12,864	5,720	5303	On Line Services	9,026	9,026
522	628	613	700	204	5340	Cell Phone	650	650
245	0	0	0	0	5343	Postage	0	0
524	464	605	600	318	5410	Petro	600	600
2,608	1,723	2,031	2,438	87	5421	Office Supplies	1,950	1,950
1,906	1,539	1,552	1,735	0	5422	Printing	1,600	1,600
0	0	0	0	0	5430	Holden Pool Maint	0	0
11,877	12,435	10,264	13,655	4,738	5510	Program Supplies	12,450	12,450
0	0	200	250	0	5581	Summer Uniforms	250	250
240	279	91	400	0	5711	Mileage Reimbursement	300	300
139	139	139	150	0	5731	Dues	150	150
2,078	2,282	2,304	2,500	1,480	5741	Property/Liability Ins	2,500	2,500
0	1,290	0	1,290	1,290	5783	After School Licenses	0	0
95,405	110,322	108,117	135,744	72,942		*Total Expenses*	129,944	129,944
309,575	322,221	323,565	352,653	167,527		*Total Budget*	356,020	356,020

STABILIZATION FUND

Financing	FY 16	FY 17	FY 18	FY 19	FY 20
	Approved	Approved	Approved	Approved	Requested
Opening Balance	2,168,247	2,718,207	3,249,114	3,377,731	3,923,219
TRF from Free Cash	450,000	500,000	500,000	500,000	300,000
Interst Earnings	42,723	58,584	56,109	34,918	
Fair Market Value Adj	57,237	(27,677)	(77,492)	10,570	
Appropriation Into Fund					
Total Additions to Fund	549,960	530,907	478,617	545,488	300,000
Expenditures					
18 Industrial Drive Redevelopment			350,000		
TOTALS	-	-	350,000	-	-
Net Fund Balance	2,718,207	3,249,114	3,377,731	3,923,219	4,223,219

TOWN OF HOLDEN

WATER SEWER STABILIZATION FUND

FY 2020 BUDGET

Financing	FY16	FY 17	FY 18	FY 19	FY 20
	Approved	Approved	Approved	Approved	Request
Opening Balance	176,087	182,551	183,502	181,971	184,346
MBTE Settlement					
Interest Earning	2,870	3,316	2,767	1,671	
Fair Market Value Adjustment	3,594	(2,365)	(4,298)	704	
Appropriation					
Free Cash					
Sub Total	182,551	183,502	181,971	184,346	184,346
Expenditures					
Total Expenditures	-	-	-	-	-
Net Fund Balance	182,551	183,502	181,971	184,346	184,346

<i>Financing</i>	FY16	FY17	FY18	FY19	FY20
	Approved	Approved	Approved	Approved	Requested
Opening Balance	573,395	597,862	40,546	261,531	391,252
Transfer from Free Cash	250,000	50,000	50,000	100,000	100,000
Transfer from Overlay Surplus					
Appropriation					
Interest Earnings	12,671	8,598	3,909	3,385	
Fair Market Value Adj	11,796	(15,914)	(2,924)	382	
Unspent Warrant Articles Returned			170,000	25,954	
Appropriation					
Sub Total	847,862	640,546	261,531	391,252	491,252
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Engine 4 Principal & Interest (5 year note FY11-FY15)					
Tower Truck Refurbishment	250,000				
Engine #2 Replacement		600,000			
TOTALS	250,000	600,000	-	-	-
Net Fund Balance	597,862	40,546	261,531	391,252	491,252

<i>Financing</i>	FY 17	FY 18	FY 19	FY 20
	Approved	Approved	Requested	Requested
Opening Balance	0	51,673	101,543	203,150
TRF from Free Cash	50,000	50,000	100,000	50,000
1/4 of prior year free cash				
Interst Earnings	920	1,529	1,713	
Fair Market Value Adj	753	-1,659	-106	
Appropriation Into Fund				
Total Additions to Fund	51,673	49,870	101,607	50,000
<i>Expenditures</i>				
TOTALS	0	0	0	0
Net Fund Balance	51,673	101,543	203,150	253,150

TOWN OF HOLDEN

DISPATCH STABILIZATION FUND

FY 2020 BUDGET

<i>Financing</i>	FY 17	FY 18	FY 19	FY 20
	Approved	Approved	Approved	Requested
Opening Balance	0	5,167	21,220	39,548
TRF from Free Cash	5,000	16,000	18,000	24,000
Interst Earnings	92	318	335	
Fair Market Value Adj	75	-265	-7	
Appropriation Into Fund				
Total Additions to Fund	5,167	16,053	18,328	24,000
<i>Expenditures</i>				
TOTALS	0	0	0	0
Net Fund Balance	5,167	21,220	39,548	63,548

TOWN OF HOLDEN

DPW DEPRECIATION FUND

FY 2020 BUDGET

Financing	FY16	FY17	FY18	FY19	FY20
	Approved	Approved	Approved	Approved	Requested
Opening Balance	619,741	455,323	231,404	279,774	383,706
Transfer from W/S Stabilization Fund (3/5 pmts)					
Transfer from Free Cash		50,000	50,000	100,000	100,000
Previous Interest Earnings					
Appropriation	42,400				
Interest Earnings	10,101	7,747	4,239	3,350	
Fair Market Value Adjustment	7,481	(9,197)	(5,869)	582	
Unspent Balance Returned					
Sub Total	679,723	503,873	279,774	383,706	483,706
Expenditures					
Debt Service - Dump w/Plow/Spreader	44,400	-		-	-
DPW Truck w/ Hook & Haul #11	180,000				
10 Wheel Dump w/ Wing Plow #12		272,469			
TOTALS	224,400	272,469	-	-	-
Net Fund Balance	455,323	231,404	279,774	383,706	483,706

<i>Financing</i>	FY 16	FY 17	FY 18	FY 19	FY 20
	Approved	Approved	Approved	Approved	Request
Opening Balance	1,333,961	1,346,167	1,346,934	562	0
Interest Earnings	12,372	7,960	47		
Fair Market Value Adjustment	-166	-7,193	1,235		
Senior Center/Zottoli Payback/Underground Utilities					
Pool payback (From Rec Revolving)					
Public Safety Payback					
Public Buildings Payback					
Annual Investment					
Sub Total	1,346,167	1,346,934	1,348,216	562	0
<i>Expenditures</i>					
Pool Debt					
Public Safety Facility					
18 Industrial Drive Redevelopment (11/17 STM)			1,347,654	562	
TOTALS	0	0	1,347,654	562	0
Net Fund Balance	1,346,167	1,346,934	562	0	0

<i>Financing</i>	FY 16	FY 17	FY 18	FY 19	FY 20
	Approved	Approved	Approved	Requested	Requested
Opening Balance	894,015	1,471,687	2,183,577	2,881,266	3,247,711
Transfer from Light Department	121,373	125,825	106,800	102,000	102,000
Transfer from Water/Sewer Enterprise	42,505	44,560	44,000	45,000	45,000
Transfer from General Fund Free Cash	375,000	393,473	404,884	404,693	458,449
Interest Earnings	26,467	74,235	104,620	131,703	
Fair Market Value Adj	12,327	73,797	37,385	(316,951)	
Total Additions to Fund	577,672	711,890	697,689	366,445	605,449
Net Fund Balance	1,471,687	2,183,577	2,881,266	3,247,711	3,853,160

TOWN OF HOLDEN**FY 2020 BUDGET**

	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Request FY 2020	Manager FY 2020
HUMAN SERVICES							
Veterans Benefits	93,550	66,438	64,431	79,452	31,300	79,975	79,975
Senior Citizens	262,694	253,482	262,882	280,715	128,137	289,129	289,129
TOTAL	356,244	319,920	327,313	360,167	159,437	369,104	369,104

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 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
5,768	7,269	13,118	18,852	8,037	5120	Veterans Agent	19,375	19,375
5,768	7,269	13,118	18,852	8,037		*Total Salary & Wages*	19,375	19,375
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
87,691	59,134	51,174	60,000	23,192	5770	Aid & Assistance	60,000	60,000
43	0	85	500	50	5792	Veterans' Programs	500	500
48	35	54	100	21	5343	Postage	100	100
87,782	59,169	51,313	60,600	23,263		*Total Expense*	60,600	60,600
93,550	66,438	64,431	79,452	31,300		*Total Budget*	79,975	79,975

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.

TOWN OF HOLDEN

FY 2020 BUDGET

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
38,459	39,080	39,712	40,514	18,698	5112	Clerical	41,651	41,651
69,694	71,393	72,815	75,119	34,970	5113	Director of Senior Services	76,053	76,053
36,526	36,754	36,697	41,168	15,449	5114	Outreach Workers	42,377	42,377
16,898	17,073	17,418	17,765	8,199	5116	Program Coordinator	18,260	18,260
226	238	222	2,000	0	5118	Custodian	2,000	2,000
73,208	65,477	68,356	74,799	33,075	5119	Transportation	78,138	78,138
235,011	230,015	235,220	251,365	110,391		*Total Salary & Wages*	258,479	258,479

3	3	3	3	3		# Personnel F/T	3	3
9	9	8	8	8		# Personnel P/T	8	8

1,040	990	2,203	1,800	990	5242	Maint of Equipment	1,800	1,800
583	578	577	600	192	5340	Cell Phone	600	600
392	392	368	450	300	5343	Postage	450	450
6,594	6,231	7,187	7,700	3,717	5410	Petro Products	8,800	8,800
571	1,013	1,099	1,300	379	5421	Office Supplies	1,300	1,300
2,025	0	0	0	0	5430	Building Maintenance	0	0
2,092	664	2,328	2,000	201	5480	Bus Maintenance	2,000	2,000
6,179	6,179	6,679	6,600	6,679	5490	Nutrition Program	6,800	6,800
1,055	824	698	1,400	201	5711	Outreach Mileage	1,400	1,400
7,152	6,596	6,523	7,500	5,087	5792	Programs	7,500	7,500
27,683	23,467	27,662	29,350	17,746		*Total Expenses*	30,650	30,650
262,694	253,482	262,882	280,715	128,137		*Total Budget*	289,129	289,129

TOWN OF HOLDEN

FY 2020 BUDGET

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	ASSESSMENT EDUCATION	Request FY 2020	Manager FY 2020
17,312,246	17,442,852	17,626,751	18,233,370 *	9,116,685	Wachusett Regional School District	19,225,254	19,225,254
3,146,256	4,691,139	5,633,755	6,787,692 *	3,393,846	Voluntary Contribution	7,388,689	7,388,689
1,344,611	1,573,421	1,884,700	2,004,018 *	1,002,009	WRSD Transportation	2,168,028	2,168,028
1,047,409	1,019,446	1,003,727	1,022,241	511,121	New High School Debt (Const)	1,007,373	1,007,373
41,643	40,875	39,878	39,726	19,863	Debt (Oil Remediation)	82,601	82,601
22,892,165	24,767,733	26,188,811	28,087,047	14,043,524	*Total WRSD*	29,871,945	29,871,945
					Vocational Education Tuition		
777,978	667,463	760,268	835,988	417,994	Montachusett Vocational	902,867	902,867
26,850	26,400	7,436	0	0	Out of District Vocational Transportation	0	0
21,094	22,149	22,149	0	0	Out of District Vocational Tuition	0	0
825,922	716,012	789,853	835,988	417,994	*Total Vocational Tuition*	902,867	902,867
23,718,087	25,483,745	26,978,664	28,923,035	14,461,518	*Total Expenses*	30,774,812	30,774,812
23,718,087	25,483,745	26,978,664	28,923,035	14,461,518	*Total Budget*	30,774,812	30,774,812

* per revised assessment dated 6/13/17

TOWN OF HOLDEN**FY 2020 BUDGET**

	Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Request FY 2020	Manager FY 2020
CULTURE							
Gale Free Library	825,841	842,458	855,020	883,251	408,312	920,069	920,070
Historical Commission	2,814	2,296	2,552	6,700	931	3,500	3,500
TOTAL	828,655	844,754	857,572	889,951	409,243	923,569	923,570

GALE FREE LIBRARY

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

INFORMATION AND REFERENCE SERVICES

With staff assistance, patrons seek information and do independent research on site and by telephone, using print resources, on-line databases, the Internet and various Massachusetts networks. Borrowing from other libraries and loaning our materials has increased dramatically, and continues to be an asset to the Holden community. Patrons can directly place holds on items while at the library or at home. Downloadable books, music, movies and access to databases are also available in house and at home. Researching local history has become very popular and often requires assistance; our local history room provides many resources unavailable elsewhere. 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, bulletin boards and summer reading clubs and programs. A major focus of our service is on very young children and their parents. We encourage and support the introduction of reading to the very young as the library desires to create lifelong readers and users of the library.

GALE FREE LIBRARY**SUPPORT FOR FORMAL EDUCATION**

Students of all ages use the library for research and study. Children's and Reference staff acquire curriculum support materials, help students with assignments and projects, provide basic training in library skills and online searching, and work with teachers to provide materials for class projects. The library provides word processors and computers for students as well as wireless access and 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, CDs, MP3s, magazines, hardcopy and digital, 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.

TOWN OF HOLDEN

FY 2020 BUDGET

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

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD		Object Description	Request FY 2020	Manager FY 2020
88,982	90,412	92,217	95,136	44,289	5110	Library Director	96,317	96,317
124,994	129,036	135,124	140,602	65,450	5111	Librarians Salaried	142,360	142,360
367,042	366,351	371,771	387,781	173,630	5112	Assistant Librarians	397,371	397,371
						N New Public Service Assist	20,271	20,271
581,018	585,799	599,112	623,519	283,369		*Total Salary & Wages*	656,319	656,319
7	7	7	7	7		# Personnel F/T	7	7
11	11	11	12	12		# Personnel P/T	12	12
25,289	19,283	15,966	23,000	8,196	5212	Utilities	23,500	23,500
5,025	6,950	10,715	9,000	2,148	5214	Fuel	9,000	9,000
2,990	3,099	3,161	3,500	1,092	5231	Water/Sewer	3,500	3,500
3,210	5,925	4,977	5,600	2,658	5242	Equipment Maintenance	5,700	5,700
27,444	32,737	33,720	34,535	34,535	5243	CW MARS	35,706	35,706
8,126	8,482	4,392	8,000	5,026	5247	Capital Equip. Maint	8,000	8,000
1,950	1,280	1,790	1,500	170	5249	Alarm/Monitor	1,500	1,500
1,234	1,233	1,224	2,295	427	5340	Cell Phone	2,295	2,295
547	698	251	500	472	5343	Postage	550	550
3,363	6,353	4,531	3,700	1,161	5421	Office Supplies	3,900	3,900
4,650	5,229	5,917	5,500	632	5423	Material Processing	5,500	5,500
10,486	9,166	12,029	20,064	5,063	5430	Building Maintenance	20,000	20,000
2,330	8,095	711	0	0	5450	Cleaning	0	0
337	175	140	250	297	5731	Association Dues	300	300
138,073	132,844	138,892	132,488	59,381	5732	Books	134,300	134,300
631	654	432	500	197	5733	Expense of Meetings	500	500
9,138	14,456	17,060	9,300	3,488	5794	Technology Equipment	9,500	9,500
244,823	256,659	255,908	259,732	124,943		*Total Expenses*	263,751	263,751
825,841	842,458	855,020	883,251	408,312		*Total Budget*	920,070	920,070

HISTORICAL COMMISSION

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

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

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

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

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

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

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

NOTES

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	APPROPRIATION SUMMARY	Request FY 2020	Manager FY 2020
2,814	2,296	2,552	6,700	931	Operating Expense	3,500	6,700
2,814	2,296	2,552	6,700	931	*Total Budget*	3,500	6,700

Actual FY 2016	Actual FY 2017	Actual FY 2018	Budget FY 2019	December YTD	Object Description	Request FY 2020	Manager FY 2020
300	348	387	400	154	5212 Utilities	400	400
1,409	1,393	1,610	3,000	279	5214 Fuel	2,000	2,000
0	0	0	100	0	5231 Water/Sewer	100	100
1,072	555	555	3,000	498	5249 Alarm Monitor	800	800
33	0	0	200	0	5430 Miscellaneous Repairs	200	200
2,814	2,296	2,552	6,700	931	*Total Expense*	3,500	3,500
2,814	2,296	2,552	6,700	931	*Total Budget*	3,500	3,500

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2020 – FY 2024 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 large vehicles such as the Fire Department's Ambulance.

Some of the larger projects of note in the FY 2020 Capital Budget are: replacement of two police cruisers, replacement of the DPW Highway Street Sweeper, replacement of a Highway Dept. sidewalk snow plow, the second phase of a town-wide meter replacement program, field maintenance at Mayo playing fields, and upgrades to the Holden CATV studio cameras/ equipment.

The FY 2020 Capital Plan recommends the expenditure of \$1,301,000 in cash. There are no General Fund borrowings but \$2,814,500 from Water/ Sewer Enterprise Fund cash and borrowings are recommended. An additional \$767,000 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 2020, is \$4,882,500. 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 FY15 – FY19, 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 FY2020-2024**

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2020	2021	2022	2023	2024	GRAND TOTAL
FIRE	ER	CASH	Thermal Imaging Camera (1)			\$8,000			\$8,000
		CASH	Extrication Tool Set Replacement			\$50,000			\$50,000
		CASH	SCBA Compressor Replacement				\$70,000		\$70,000
		CASH	PPE (6 new sets)	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$90,000
	VR	CASH	Fire Chief's vehicle- Chevy Tahoe	\$55,000					\$55,000
		CASH	Car #2				\$55,000		\$55,000
		CASH	Car #3 (Squad)			\$70,000			\$70,000
FIRE SUB-TOTAL				\$73,000	\$18,000	\$146,000	\$143,000	\$18,000	\$398,000
FIRE - EMS	ER	CASH	Lucas Press - Maunual (CPR) Device		\$15,000			\$15,000	\$30,000
		CASH	Oxygen Compressor Replacement		\$25,000				\$25,000
		CASH	Lifepak 15 monitor/defibrillator	\$30,000					\$30,000
	VR	FIRE STABILIZATION	Ambulance #3		\$310,000				\$310,000
		FIRE STABILIZATION	Ambulance #2 Replacement					\$350,000	\$350,000
			Tower 1 Replacement			\$1,000,000		\$1,000,000	
FIRE-EMS SUB-TOTAL				\$30,000	\$350,000	\$0	\$1,000,000	\$365,000	\$1,745,000
LIBRARY	BM	CASH	Roof Repair				\$4,500		\$4,500
		CASH	Stone Work - Walls/ Walkway	\$4,000					\$4,000
		CASH	Reading Room Furniture		\$5,000				\$5,000
		CASH	Repair Wooden Windows			\$16,500			\$16,500
	LIBRARY SUB-TOTAL				\$4,000	\$5,000	\$16,500	\$4,500	\$0
POLICE	VR	CASH	Cruisers (2)	\$92,000	\$92,000	\$92,000	\$92,000	\$92,000	\$460,000
POLICE SUB-TOTAL				\$92,000	\$92,000	\$92,000	\$92,000	\$92,000	\$460,000
PS FACILITY	BM	CASH	Radios		\$45,000	\$45,000			\$90,000
PSF SUB-TOTAL				\$0	\$45,000	\$45,000	\$0	\$0	\$90,000
POLICE/PSF				\$92,000	\$137,000	\$137,000	\$92,000		\$458,000
DPW ADMINISTRATION	VR	CASH	Truck #8 Light Duty SUV	\$15,000					\$15,000
DPW ADMINI SUB-TOTAL				\$15,000	\$0	\$0	\$0	\$0	\$15,000
DPW - ENGINEERING	II	CASH	Bridge Replacement Master Plan	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
	VR	CASH	Heavy Duty SUV, Truck #49	\$27,500					\$27,500
		CASH	Light Duty SUV, Truck #32			\$30,000			\$30,000
DPW ENGINEERING				\$77,500	\$50,000	\$80,000	\$50,000	\$50,000	\$307,500

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2020	2021	2022	2023	2024	GRAND TOTAL
DPW B & G	BM	CASH	Town Hall-Starbard Restroom Imp.		\$30,000	\$30,000			\$60,000
	ER	CASH	Sports Field Mower					\$70,000	\$70,000
		CASH	Boom Flail Mower Head Replace	\$35,000					\$35,000
		CASH	Brush Chipper	\$50,000					\$50,000
	VR	CASH	Truck #58 F350 Pickup w/Plow	\$60,000					\$60,000
		CASH	Truck #30 F550 Dump/Plow/Sander					\$150,000	\$150,000
		CASH	Truck #61 Challenger Road Tractor				\$150,000		\$150,000
		CASH	Truck #38 F350 w/plow and tank				\$60,000		\$60,000
		CASH	Truck #56 F550 w/sander/plow				\$150,000		\$150,000
		CASH	Cemetery Utility 4 X 4 w/ Dump	\$20,000					\$20,000
		CASH	Cemetery Tractor/ Backhoe	\$40,000					\$40,000
		CASH	Tractor with Backhoe			\$30,000			\$30,000
DPW B & G				\$145,000	\$90,000	\$60,000	\$360,000	\$220,000	\$875,000
DPW HIGHWAY	II	CASH	LOCAL ROADS/ SIDEWALKS	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
		STATE REIMBURSEMENT	CHAPTER 90	\$613,000	\$613,000	\$613,000	\$613,000	\$613,000	\$3,065,000
	VR	CASH	Mini-Excavator	\$80,000					\$80,000
		CASH	Truck #44 Sidewlk Trac/plow/snow	\$150,000					\$150,000
		CASH	Truck #33 Street Sweeper	\$200,000					\$200,000
		CASH	Truck #35 Catchbasin cleaner/plow				\$275,000		\$275,000
		CASH	Truck # 62 F350 w/ dump&plow				\$65,000		\$65,000
		CASH	Truck #10 F350 Truck w/ Plow	\$60,000					\$60,000
		BORROWING	Truck #55 Rubber Tire Excavator		\$250,000				\$250,000
		DPW DEPRECIATION	Truck #18 F 550 w/ Dump & Plow				\$135,000		\$135,000
	ER NEW	CASH	Air Compressor		\$25,000				\$25,000
		CASH	Concrete Core Drill	\$10,000					\$10,000
		CASH	Electronic Message Board (50%)			\$12,000			\$12,000
		CASH	3-5 Ton Roller				\$40,000		\$40,000
		CASH	Tag Trailer					\$15,000	\$15,000
	NEW	CASH	Mack 6 wheel w/ dump/plow/wing		\$200,000				\$200,000
DPW HIGHWAY				\$1,438,000	\$1,413,000	\$950,000	\$1,453,000	\$953,000	\$6,207,000
DPW MECHANICS	VR	CASH	Truck #45 F350 w/plow				\$60,000		\$60,000
DPW MECHANICS				\$0	\$0	\$0	\$60,000		\$60,000
DPW SUBTOTAL				\$1,675,500	\$1,553,000	\$1,090,000	\$1,923,000	\$1,223,000	\$7,464,500

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2020	2021	2022	2023	2024	GRAND TOTAL
DPW WATER/SEWER	II	BORROWING	Water Main Replacement	\$170,000	\$950,000	\$1,150,000	\$1,120,000	\$1,100,000	\$4,490,000
		BORROWING	Inflow/Infiltration Removal		\$950,000	\$190,000	\$200,000	\$100,000	\$1,440,000
		BORROWING	Jefferson Water Tank Rehab	\$1,300,000					\$1,300,000
		BORROWING	Town Wide Meter Replacement	\$500,000	\$500,000				\$1,000,000
		BORROW IN 2020&2023	Sewer Pump Station Rehab	\$340,000		\$60,000	\$400,000	\$50,000	\$850,000
		CASH	Pipe Saw	\$12,000					\$12,000
		BORROWING	SCADA Planning, Design, Impl.	\$450,000	\$400,000				\$850,000
		BORROWING	Spring St. Water Plant			\$75,000	\$2,000,000		\$2,075,000
		BORROWING	Steele St.Tank Painting		\$60,000	\$900,000			\$960,000
	VR	WATER/SEWER	Truck #8 Light Duty SUV	\$15,000					\$15,000
		WATER/SEWER	Truck #7 F550 Dump w/ Plow					\$100,000	\$100,000
		WATER/SEWER	Light Duty SUV, Truck #80			\$30,000			\$30,000
		WATER/SEWER	Truck #2			\$60,000			\$60,000
		WATER/SEWER	Truck #49 Engineering/Plow SUV	\$27,500					\$27,500
		WATER/SEWER	Truck #2 F350 w/ Plow			\$60,000			\$60,000
		WATER/SEWER	Truck #50, F350 W/S and plow			\$60,000			\$60,000
		WATER/SEWER	Truck #5 F550 w/ Crane, Plow				\$130,000		\$130,000
		WATER/SEWER	Truck #3 F350 Pickup w/ Plow			\$60,000			\$60,000
		WATER/SEWER	Truck #80 SUV			\$30,000			\$30,000
		WATER/SEWER	Electronic Message Board (50%)			\$12,000			\$12,000
DPW WATER/SEWER				\$2,814,500	\$2,860,000	\$2,687,000	\$3,850,000	\$1,350,000	\$13,561,500
RECREATION	II	RECREATION	Studio -Reception			\$20,000			\$20,000
		RECREATION	Recreation Downstairs-Range				\$50,000		\$50,000
	PM	RECREATION	Dawson Tennis Court Maintenance	\$12,000					\$12,000
		RECREATION	Dawson Rec Basketball Courts	\$10,000					\$10,000
		RECREATION	HMLD Basketball Court		\$10,000				\$10,000
		RECREATION	Pickleball Court	\$2,000					\$2,000
		RECREATION	Dawson Recreational Field Maint.					\$40,000	\$40,000
		RECREATION	Playground Landing material	\$10,000					\$10,000
		RECREATION	Playground Equipment-Dawson					\$75,000	\$75,000
		RECREATION	Playground Equipment-HMLD				\$50,000		\$50,000
		RECREATION	Lap Pool Replace Caulking				\$10,000		\$10,000
		RECREATION	Family Pool Caulking			\$10,000			\$10,000
		RECREATION	Bubar Infield Renewal		\$25,000				\$25,000
		RECREATION	Mayo Rec Fields Maintenance	\$30,000					\$30,000
		RECREATION	Mountview Tennis Courts			\$17,000			\$17,000
		RECREATION				\$64,000	\$35,000	\$47,000	\$110,000

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2020	2021	2022	2023	2024	GRAND TOTAL
SENIOR CENTER	ER	CASH	Replace AC Units (3)		\$30,000	\$30,000			\$60,000
	BM	CASH	Painting Interior				\$10,000		\$10,000
		CASH	Roof Repair						\$50,000
	VR	CASH	Town COA Van (30%)		\$20,000				\$20,000
SENIOR CENTER				\$20,000	\$30,000	\$30,000	\$10,000	\$0	\$140,000
ASSESSOR	ER	CASH	Desktop Office Comp Replacemts	\$3,000					\$3,000
		CASH	Annual RRC Software Maint (cloud)	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$7,500
ASSESSOR				\$4,500	\$1,500	\$1,500	\$1,500	\$1,500	\$10,500
TOWN MANAGER - IT	ER	CASH	Hardware Updates	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
TOWN MANAGER- IT				\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
CATV	ER	CATV	CATV Studio Camera Upgrade	\$55,000					\$55,000
		CATV	Memorial Hall Lighting	\$21,000					\$21,000
		CATV	HCTV TV Studio			\$20,000			\$20,000
		CATV	Mac Pro	\$14,000	\$14,000				\$28,000
		CATV	HCTV Broadcast Automation					\$95,000	\$95,000
CATV				\$90,000	\$14,000	\$20,000	\$0	\$95,000	\$219,000
Grand Total				\$4,882,500	\$5,018,500	\$4,190,000	\$7,149,000	\$3,274,500	\$24,514,500

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	2020	2021	2022	2023	2024	Grand Total
BOND - GENERAL FUND		\$250,000	\$0	\$1,000,000	\$0	\$1,250,000
CASH APPROPRIATION	\$1,301,000	\$936,500	\$823,000	\$1,441,000	\$751,500	\$5,253,000
OTHER - CH 90/REC/CATV	\$767,000	\$662,000	\$680,000	\$723,000	\$823,000	\$3,655,000
OTHER - FIRE STBL/DPW DEPR	\$0	\$310,000		\$135,000	\$350,000	\$795,000
Sub-Total	\$2,068,000	\$2,158,500	\$1,503,000	\$3,299,000	\$1,924,500	\$10,953,000
BOND - W/S	\$2,760,000	\$2,860,000	\$2,315,000	\$3,720,000	\$1,200,000	\$12,855,000
CASH - W/S	\$54,500	\$0	\$372,000	\$130,000	\$150,000	\$706,500
WS Sub-Total	\$2,814,500	\$2,860,000	\$2,687,000	\$3,850,000	\$1,350,000	\$13,561,500
GRAND TOTAL	\$4,882,500	\$5,018,500	\$4,190,000	\$7,149,000	\$3,274,500	\$24,514,500

Town of Holden
Five Year Capital Budget History -- 2015 - 2019
(As Voted at Town Meeting)

DEPARTMENT	EXPENDITURE	2015	2016	2017	2018	2019	GRAND TOTAL
FIRE							
	Traffic Light System	\$64,000					\$64,000
	Portable Radio Upgrades		\$100,000				\$100,000
	Tower Truck Refurbishment		\$250,000				\$250,000
	Hose 5,300 ft. - 4"			\$32,000			\$32,000
	Tough Book/ Doc (2)		\$5,000				\$5,000
	PPE	\$12,000	\$12,000	\$12,000	\$25,000	\$12,000	\$73,000
	USB Batteries	\$10,000					\$10,000
	Engine #2 Replacement			\$600,000			\$600,000
	Squad Car	\$150,000					\$150,000
	Thermal Imaging Camera (2)					\$16,500	\$16,500
EMS							
	Defibrillator			\$58,000			\$58,000
	Lucas Press (CPR)		\$13,000				\$13,000
	Video Laryngoscopes			\$10,000			\$10,000
	Infusion Pumps			\$16,000			\$16,000
	Ambulance	\$250,000			\$300,000		\$550,000
	Fire & EMS Sub-Total	\$486,000	\$380,000	\$728,000	\$325,000	\$28,500	\$1,947,500
HISTORIC DISTRICT							
HDC	Historic District Signs						\$0
LIBRARY							
	Replacement of Light Fixtures			\$60,000			\$60,000
	Parking Lot Improvements	\$42,000					\$42,000
	Reference/ Computer Furniture		\$24,000				\$24,000
	Library Subtotal	\$42,000	\$24,000	\$60,000	\$0	\$0	\$126,000
POLICE							
	Cruisers	\$70,000	\$74,000	\$74,000	\$84,000	\$90,000	\$392,000
	SUV Truck #11			\$31,000			\$31,000
	Protective Vests			\$25,000			\$25,000
	Police Sub-Total	\$70,000	\$74,000	\$130,000	\$84,000	\$90,000	\$448,000
PS FACILITY							
	Police Garge Floor Coating					\$30,000	\$30,000
	Fire Garage Floor Coating					\$60,000	\$60,000
	PS Faciltiy Sub-Total	\$0	\$0	\$0	\$0	\$90,000	\$90,000
PUBLIC WORKS							
ADMIN.	1420 Main St. Parking Lot (50%)		\$30,000				\$30,000
	TH/ Starbard Parking Lot	\$140,000					\$140,000
	Road Sensor/ Salt Spreader		\$15,000				\$15,000

DEPARTMENT	EXPENDITURE	2015	2016	2017	2018	2019	GRAND TOTAL
ENGINEERING	Reservoir Culvert Design	\$15,000					\$15,000
	GIS Updates	\$15,000					\$15,000
	Bridge Replacement Master Plan					\$50,000	\$50,000
HIGHWAY	Traffic Signal Upgrades			\$60,000	\$50,000	\$50,000	\$160,000
	Portable Electronic Sign (50%)	\$7,500					\$7,500
	Sidewalk / Trench Paver		\$35,000				\$35,000
	Heavy Duty Trailer	\$10,000					\$10,000
	Sidewalk Plow/ Blower				\$85,000		\$85,000
	Skid Steer w/ Attachments	\$75,000					\$75,000
	Truck/ Hook & Haul #11		\$180,000				\$180,000
	Asphalt Reheater/ Trailer (50%)		\$22,500				\$22,500
	Wyoming Drive Culvert		\$50,000	\$200,000			\$250,000
	LOCAL ROADS/ SIDEWALKS	\$250,000	\$300,000	\$325,000	\$325,000	\$325,000	\$1,525,000
	CHAPTER 90	\$613,849	\$613,121	\$613,000	\$613,423	\$615,739	\$3,069,132
	1-Ton Roller				\$20,000		\$20,000
	Sidewalk Paving Materials		\$25,000				\$25,000
	Loader w/ Wing Plow	\$250,000					\$250,000
	1-Ton Dump w/ Plow	\$100,000					\$100,000
	Loader w/ Wing Plow				\$270,000		\$270,000
	Street Sweeper #47		\$190,000				\$190,000
	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 & GROUND	Starbard/ TH Exterior Paint		\$60,000				\$60,000
	Town Hall Entry Doors	\$10,000					\$10,000
	Trout Brook Pavillion Upgrades				\$18,000		\$18,000
	Infield Groomer w/ Trailer		\$25,000				\$25,000
	Tractor/ Mower	\$15,000			\$15,000		\$30,000
	Dump w/ Plow	\$170,000					\$170,000
	1-Ton Dump w/ Plow	\$100,000					\$100,000
	F350 Utility Body w/ Plow				\$70,000		\$70,000
	Zero Turn Mower					\$15,000	\$15,000
	Boom Flail Mower Head Replacement					\$16,000	\$16,000
	Truck #37 F550 Dump w/Plow					\$125,000	\$125,000
	Truck #42 Utility Van					\$40,000	\$40,000
	DPW Sub-Total	\$1,771,349	\$1,545,621	\$1,478,000	\$1,576,423	\$1,406,739	\$7,778,132

DEPARTMENT	EXPENDITURE	2015	2016	2017	2018	2019	GRAND TOTAL
DPW WATER/ SEWER							
	Portable Electronic Sign (50%)	\$7,500					\$7,500
	Sewer SCADA Upgrade	\$150,000					\$150,000
	SCADA Planning/Design				\$150,000	\$400,000	\$550,000
	Asphalt Reheater/ Trailer (50%)		\$22,500	\$60,000			\$82,500
	Water Main Replacement	\$600,000	\$1,600,000	\$850,000	\$825,000	\$700,000	\$4,575,000
	Inflow/Infiltration Removal	\$150,000	\$240,000	\$365,000	\$170,000	\$90,000	\$1,015,000
	Heritage Lane Sewer Pump Station				\$840,000		\$840,000
	Water System Master Plan				\$100,000	\$75,000	\$175,000
	Lincoln/ Jefferson Pump Sta		\$270,000	\$350,000			\$620,000
	Sycamore Dr. Booster Station		\$35,000				\$35,000
	Sycamore Dr. Pump Station				\$280,000		\$280,000
	Princeton St. Sewer Pump Sta			\$280,000			\$280,000
	Avery Heights Tank Painting	\$550,000					\$550,000
	Large Meter Replacement				\$75,000		\$75,000
	Dump w/ Plow	\$90,000	70,000				\$160,000
	Dump w/ Plow #60		\$220,000				\$220,000
	Sidewalk Plow/ Blower				\$85,000		\$85,000
	Landscape Trailer				\$15,000		\$15,000
	F350 w/ Plow #4			\$105,000			\$105,000
	Jefferson Water Tank Rehab					\$75,000	\$75,000
	Town Wide Meter Replacemnet					\$1,000,000	\$1,000,000
	Zero Turn Mower					\$10,000	\$10,000
	Water/ Sewer Subtotal	\$1,547,500	\$2,457,500	\$2,010,000	\$2,540,000	\$2,350,000	\$10,905,000
RECREATION							
	1420 Main St. Parking Lot (50%)		\$30,000				\$30,000
	Furnishings - Office/ Studio		\$15,000				\$15,000
	Pool Vacuum						\$0
	Backstop -- Jefferson			\$15,000			\$15,000
	Field Maintenance						\$0
	Upgrade PD Sta for Rec Use	\$100,000					\$100,000
	Trout Brook Pavillion					\$65,000	\$65,000
	Court Maintenance	\$20,000	\$15,000	\$25,000	\$30,000		\$90,000
	Playground Surfaces/ Equipment	\$10,000		\$15,000			\$25,000
	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
	Recreation Subtotal	\$130,000	\$60,000	\$55,000	\$45,000	\$123,000	\$413,000

DEPARTMENT	EXPENDITURE	2015	2016	2017	2018	2019	GRAND TOTAL
SENIOR CENTER							
	Carpeting			\$20,000			\$20,000
	Interior Painting	\$14,000					\$14,000
	Kitchen Refrigerator/Stove		\$14,500		\$10,000		\$24,500
	Roof Replacement/ Repairs	\$6,000		\$35,000	\$55,000	\$50,000	\$146,000
	Senior Center Subtotal	\$20,000	\$14,500	\$55,000	\$65,000	\$50,000	\$204,500
TOWN CLERK							
	Voting Equipment			\$49,000		\$11,040	\$60,040
ASSESSOR							
	Vision Upgrade					\$25,000	\$25,000
TOWN MANAGER - IT							
	Hardware Updates		\$25,000	\$25,000	\$15,000	\$15,000	\$80,000
	Upgrade wireless system	\$6,000					\$6,000
	Upgrade wiring/ electrical systems	\$4,000					\$4,000
	SAN Upgrade			\$37,000			\$37,000
	TM Sub-Total	\$10,000	\$25,000	\$62,000	\$15,000	\$15,000	\$127,000
HOLDEN COMMUNITY TV							
	CATV Studio Camera Upgrade	\$110,000	\$100,000	\$25,000	\$95,000	\$99,170	\$429,170
	Remote Studio/ Upgrades			\$100,000	\$120,000		\$220,000
	Memorial Hall Lighting					\$4,000	\$4,000
	CATV Subtotal	\$110,000	\$100,000	\$125,000	\$215,000	\$103,170	\$653,170
Grand Total		\$4,186,849	\$4,680,621	\$4,752,000	\$4,865,423	\$4,292,449	\$22,602,302