

Town of Holden • Massachusetts



FY 2017 BUDGET

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Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

Jacquelyn M. Kelly
Town Manager

February 15, 2016

TO THE MEMBERS OF THE BOARD OF SELECTMEN AND FINANCE COMMITTEE FY 2017 BUDGET MESSAGE & RESOURCE PROFILE

Submitted herein is the Fiscal Year 2017 Resource Profile for the Town of Holden. The Profile is a summary of the FY 2017 Budget which contains general expenditures in the total amount of \$49,861,815, plus another \$10,880,000 in restricted expenditures. The total is an unprecedented municipal expenditure budget in the amount of \$60,741,815. Also attached are the updated Five Year Financial Plan and Municipal Budget Comparisons. Please note that data in the Resource Profile is our best estimate based on the most current information available. Our budget expenses are based on October 2015 year-to-date expenditures for the current year; the actual tax rate will not be set until October 2016.

HIGHLIGHTS

Permanent Debt, Mountview Middle School – The Town has issued \$22 Million in Bond Anticipation Notes for the Mountview Middle School project. We will be issuing permanent debt in the same amount, with principal and interest payments due in FY 2017. The annual debt service is estimated to be \$1.9 Million. The debt was excluded from the limits of Proposition 2 ½ by a ballot vote. This amount is added to the tax levy and will account for a significant increase in our projected tax rate for next year.

New DPW Facility – After the completion of the Mountview Middle School, the DPW Facility is the number one capital priority for the Town. Replacement of the current DPW Facility will provide much needed space for our fleet and equipment, much of which is stored outside, and will house our largest Department's operations under one roof.

The current facility long ago reached the end of its useful life. The numerous code and design deficiencies, lack of space (office, work, garage, and storage) and deplorable office and facilities to house our employees, all point to the need to replace the facility. The current Adams Road site does not have adequate, unused areas to expand the current operations without taking over private property. Adams Road is also the location of the Chaffin Fire Department Sub-station which must be retained for public safety purposes.

The actual construction and borrowing for this project is planned for a FY 2018 depending on when it is approved by Town meeting and subsequent debt exclusion vote. Included in the FY 2017 budget is funding in the amount of \$1,500,000 for evaluating sites, possible acquisition of a new site, and preliminary design. The \$1.5 Million is proposed to come from available funds. The total price tag, exclusive of this amount, is projected to be \$22,000,000.

Capital Project for Holden Elementary Schools. For the past four years, the Wachusett Regional School District has proposed their annual budget only to have that budget defeated due to a lack of four towns' support. The District has been required to lower the amount of their budget and thus cut the level of education for every member town, including Holden. A Special Article is proposed to provide supplemental funding in the form of a capital project that would benefit the Information Technology resources available to students at Holden elementary schools. The amount of \$300,000 is planned to support this goal and it would be supported by available funds.

Open Space Stabilization Fund – After having discussions with other interested citizens, boards, and committees, a new Stabilization Fund is being proposed to support the acquisition of open space. The amount of \$100,000 is included in this budget to provide 'seed' money for this purpose.

Public Safety Personnel – Both the Police Department Budget and the Fire Department Budget contain requests for additional personnel to provide public safety services to our growing community. The Police Department's FY 2017 operating budget recommends that two (2) added Patrol Officers be hired. The Fire Department's Budget contains funding to promote four individuals to the rank of Captain, and to hire two (2) Firefighter/ EMT's.

Regional Dispatch – The Towns of Holden and Princeton formed the Wachusett Regional Emergency Communication Center in December 2014 using grants from State 911. We have received further grants to study and develop plans to add a third member, the Town of West Boylston, in January 2017. In anticipation of adding West Boylston, we have budgeted one and one-half new full-time dispatchers to secure adequate shift coverage. Ongoing grants from State 911 and proportional payments from the Towns of Princeton and West Boylston will augment the costs of the Dispatch Center going forward.

Reserves – During the past two years, we have developed a policy to develop the Town's Other Post Employment Benefits Trust Fund and a policy to determine an appropriate level of financial reserves. We have had a policy for use of Free Cash as well. This Budget is consistent with the policies. A contribution to the OPEB Fund in the amount of \$393,473 is budgeted representing ten percent of certified Free Cash. \$1,000,000 is being added to the General Stabilization Fund, and approximately 50% of Free Cash has been tapped to offset the overall operating budget in FY 2017. The combined balance in our 'reserves' which consist of the General Stabilization Fund and Free Cash is \$5,561,838 as proposed in this budget.

REVENUES

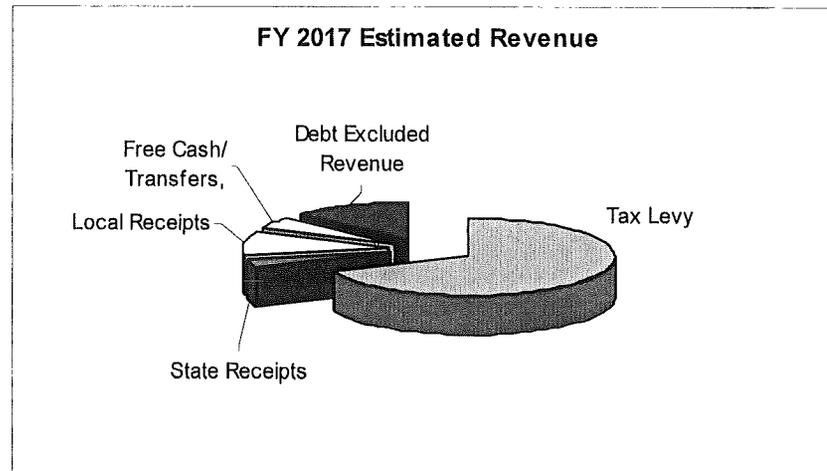
The FY 2017 Budget estimates total revenue at \$49,861,815, exclusive of our special funds. Of this amount, 78.7 % or \$34,036,877 is derived from the Tax Levy; unrestricted State Cherry Sheet revenue is estimated to be \$1,945,263 or 4.5 %. We have level funded state aide as the state legislature will not vote on the final amount until much later in the budget season. The amount of \$5,002,099 is expected from Local Receipts representing 11.6 %; \$2,271,324 from Free Cash and other Intra-Government Transfers, or 5.3 %; and \$6,606,252 from so called Debt Excluded Revenue.

For illustrative purposes, we separate out on the Resource Profile our debt-excluded projects and MA School Building Assistance grants to show the portion of the taxes allocated for payment of debt-excluded debt. The Debt Exclusions represent a portion of the Pool Debt, the Mountview Bond Anticipation Notes (BAN's), the Public Safety Debt, our portion of the High School Debt, and the Holden Elementary School Debt. The Town refunded portions of the elementary school debt and pool debt in FY2015, thus reducing debt service expense over the remaining bond periods. Past grants for the elementary school construction projects from the MSBA are reduced as well based on the savings from refinancing these projects. NOTE: The SBA has changed their method of disbursing grants. The Mountview Building Project receives ongoing reimbursements based on actual work completed (rather than yearly payments towards debt service as for the Elementary School Projects).

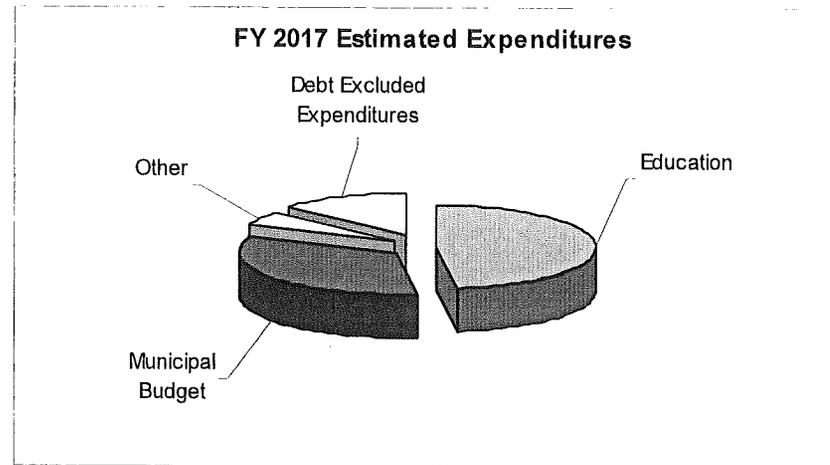
EXPENDITURES

A large portion of the Town's expenditures support education – Wachusett Regional School District and Montachusett Regional Vocational School District. These expenses of \$ 23,792,511 comprise 47.7 % of our expense budget. If debt is excluded from the total expenditures, Education expenses represent 55.1%. The municipal budget is the next largest expense at \$ 16,627,905 or 33.3 %; other expenditures such as transfers to reserve funds, OPEB, and Overlay total \$2,730,949 and the Debt Excluded Expenditures are \$6,710,450 or 13.5 % of the General Fund Expenditures.

The following two charts illustrate our revenue from various sources and our expenditures – where the money comes from, and where it goes to. Note that approximately 79% of our revenue is derived from the property taxes and about 95 % of our tax base is residential.



After Education expenses, the Municipal Budget represents the next largest portion expenditures (33.3%). 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.



PROPOSITION 2 ½, EXCESS LEVY CAPACITY, FREE CASH, TAX RATE

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 Levy next year would be \$ 39,263,244. The unused levy capacity is the difference between the needed appropriation from property taxes and the Proposition 2 ½ cap. For FY 2017, the total Tax Levy based on this budget is estimated to be \$38,850,341. This budget presents an approximate use of 1 ¼ %, projecting \$412,903 in excess levy capacity unused.

Free Cash was certified as of July 1, 2015 at \$3,934,728. We are proposing to apply \$1,948,473 of Free Cash to offset the expenses of this budget. One Million Dollars goes into Stabilization; the remainder will offset expenses and the amount needed to be raised by taxation. This represents the use of approximately 50% of Free Cash and is consistent with our use policy.

The projected tax rate for FY 2017 is \$19.66 per thousand dollars of assessed valuation. This is a \$2.41 increase in the rate compared to FY 2016 (\$17.25) -- a 14% increase. As previously stated, this is an estimated rate only and subject to change; the actual rate will be established once the Budget is approved at Town Meeting, the Recapitulation (Recap) Sheets are filed with the Department of Revenue, a unified tax rate has been established, and the Board of Assessors sign off on the Town-wide valuation schedules. Incidentally, FY 2017 is a triennial revaluation year. The average home value currently is \$278,326. Based on a tax rate of \$19.66, an average home owner can expect to pay about \$630.19 more per household. The increase is mainly due to permanent debt for the Mountview Middle School Project.

OTHER FUNDS

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

There are also other restricted funds which have been created through special legislation or town meeting such as the DPW Depreciation Fund, the Fire Stabilization Fund, and the Infrastructure Investment Fund which appear in this budget. There are restrictions on what expenditures can be made from the DPW Depreciation and Fire Stabilization Funds and qualified expenditures can only be made by approval of Town Meeting.

The FY 2017 Budget will add \$200,000 to the DPW Depreciation Fund, \$250,000 to the Fire Vehicle Stabilization Fund, \$1,000,000 to the General Stabilization Fund, and \$100,000 for a new special stabilization fund to be established through Town Meeting, which will support the acquisition by the Town of open space. Another new Infrastructure Stabilization Fund is proposed to support capital equipment upgrades for the Town's Regional Dispatch Center. Member towns' payments for capital will be deposited into this Fund and spent on needed communications and other equipment. A minimum sum of \$5,000 is proposed representing payment from the Town of Princeton.

Water Sewer Enterprise Fund

The submitted FY 2017 Water Sewer Enterprise Fund budget presents a comprehensive approach to meet the myriad of fiscal, operational and long term capital challenges facing our water and sewer system. From a budgetary standpoint, we have made strides in the past few years to balance the Water-Sewer Enterprise Fund and plan for the continued capital and operational costs.

The Water-Sewer Enterprise Fund includes a rate increase of approximately 5% in FY 2017. The rate increase is necessary to balance revenues and expenditures and maintain our level of services and reserves.

CONCLUSION

The proposed FY 2017 Budget retains our municipal services, augments our public safety departments and supports our commitment to education. The Budget also provides unprecedented financial reserves, continues to fund our capital and infrastructure improvements, and continues funding of our OPEB obligation. Due to the strength of our financial picture, in the past three years, the Town's credit rating has been upgraded twice: from AA--, to AA, and from AA to AA+ (in 2015). A good credit rating means low interest rates on our borrowings which translate 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 a part in the Town's stable financial outlook.

Most importantly, I believe that this fiscal plan represents our best collective effort to meet the diverse needs of our community. I want to take this opportunity to thank and acknowledge the Department Heads, especially our finance team, and our many talented employees for their assistance in the preparation of this budget and for the skills they bring to their jobs on a daily basis. Special thanks 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. 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 and expectations of the citizens of Holden.



Jacquelyn M. Kelly
Town Manager

**TOWN OF HOLDEN
FY 2017 RESOURCE PROFILE**

	FY15 RECAP Approx 1.8%	FY16 SUBMITTED	FY16 TOWN MEETING	FY16 RECAP	FY17 SUBMITTED 2.11.16	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
Total Assessed Value (Est.)	1,883,118,500	1,883,118,500	1,883,118,500	1,976,440,200	1,976,440,200	0	0.0%
Average Assessed Home	266,093	266,093	266,093	278,326	278,326	0	0.0%
Tax Rate	18.12	18.02	18.12	17.25	19.66 \$	2.41	14.0%
Average Tax Bill	4,822	4,796	4,821	4,801	5,471 \$	669.80	14.0%
Tax Rate Change	0.37	-0.10	0.00	-0.77	2.41		
GENERAL FUND REVENUES							
Tax Levy	31,424,278	31,006,787	30,918,155	31,024,762	33,976,877	2,952,115	9.52%
Supplemental Tax Assessment	50,000	60,000	60,000	60,000	60,000	0	0.00%
Tax Receipts - Non-excluded	31,474,278	31,066,787	30,978,155	31,084,762	34,036,877	2,952,115	10.28%
Percentage of General Fund Revenues	80.3%	77.2%	76.9%	76.8%	78.7%	105.4%	
Cherry Sheet- Unrestricted	1,701,265	1,701,265	1,701,265	1,767,786	1,767,786	0	0.00%
Cherry Sheet- Offsets	177,938	177,938	177,938	177,477	177,477	0	0.00%
State Receipts	1,879,203	1,879,203	1,879,203	1,945,263	1,945,263	0	0.00%
Percentage of General Fund Revenues	4.8%	4.7%	4.7%	4.8%	4.5%	0.0%	
General Estimated Receipts	1,847,151	1,863,110	1,863,110	1,876,316	1,881,609	5,293	0.28%
Indirect Charges	86,750	86,750	86,750	86,750	93,200	6,450	7.44%
Excise Receipts	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000	0	0.00%
Sewer Connection Betterment	71,871	45,900	45,900	48,586	42,000	-6,586	-13.56%
EMS Receipts	800,000	800,000	800,000	800,000	850,000	50,000	6.25%
Regional Dispatch Municipal Assessment	0	86,880	86,880	85,290	85,290	0	0.00%
Local Receipts	4,855,772	4,932,640	4,932,640	4,946,942	5,002,099	55,157	1.11%
Percentage of General Fund Revenues	12.4%	12.3%	12.2%	12.2%	11.6%	2.0%	
Free Cash	786,512	2,030,000	2,158,787	2,158,787	1,948,473	-210,314	-9.74%
Overlay Reserve	50,000	50,000	50,000	50,000	50,000	0	0.00%
Light Dept In Lieu	137,304	140,050	140,050	140,050	142,851	2,801	2.00%
Wachusett Fund	25,000	25,000	25,000	25,000	25,000	0	0.00%
Cemetery Perpetual Care Trust Fund	0	5,000	5,000	5,000	5,000	0	0.00%
Recreation Portion Pool Debt	0	100,000	100,000	100,000	100,000	0	0.00%
Free Cash / Intra-Government Transfers	998,816	2,350,050	2,478,837	2,478,837	2,271,324	-207,513	-8.37%
Percentage of General Fund Revenues	2.5%	5.8%	6.2%	6.1%	5.3%	-7.4%	
TOTAL GENERAL FUND REV - NON-EXCLUS	39,208,069	40,228,680	40,268,835	40,455,804	43,255,563	2,799,759	6.92%
DEBT EXCLUSION REVENUE							
Debt Exclusion (Net)	2,697,829	2,935,015	3,199,544	3,069,208	4,873,464	1,804,256	58.79%
SBAB Reimbursement Elementary	1,870,996	1,716,500	1,732,789	1,732,789	1,732,788	-1	0.00%
Debt Excluded Revenue	4,568,825	4,651,515	4,932,333	4,801,997	6,606,252	1,804,255	37.57%
TOTAL GENERAL FUND REVENUE	43,776,894	44,880,195	45,201,168	45,257,801	49,861,815	4,604,014	10.17%

**TOWN OF HOLDEN
FY 2017 RESOURCE PROFILE**

	FY15 RECAP	FY16 SUBMITTED	FY16 TOWN MEETING	FY16 RECAP	FY17 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
GENERAL FUND EXPENDITURES							
Required Minimum Contribution	17,038,520	17,379,291	17,355,236	17,355,236	17,578,031	222,795	1.28%
Voluntary Regional Assessment RASA	2,993,816	2,919,194	3,532,448	3,532,448	3,923,854	391,406	11.08%
School Transportation	1,285,658	1,300,000	1,396,905	1,396,905	1,437,389	40,484	2.90%
Montachusett Assessment	796,215	835,133	836,743	836,743	853,237	16,494	1.97%
Education	22,114,209	22,433,618	23,121,332	23,121,332	23,792,511	671,179	2.90%
Percentage of General Fund Expenditures	50.5%	50.0%	51.2%	51.1%	47.7%	14.6%	
Percentage of General Fund Expenditures (Excl)	56.4%	55.9%	57.6%	57.3%	55.1%	24.0%	
General Government	5,154,884	5,408,226	5,362,276	5,358,226	5,740,875	382,649	7.14%
Public Safety	4,549,133	4,659,615	4,884,352	4,888,402	5,377,189	488,787	10.00%
Public Works	2,679,871	2,734,156	2,784,425	2,784,425	2,890,646	106,221	3.81%
Culture	808,593	818,315	844,700	844,700	881,070	36,370	4.31%
Human Services	345,351	324,144	324,144	324,144	374,125	49,981	15.42%
Capital Budget	1,360,500	1,048,000	1,020,000	1,020,000	1,064,000	44,000	4.31%
School Capital Project	-	-	-	-	300,000	300,000	0.00%
Municipal Budget	14,898,332	14,992,456	15,219,897	15,219,897	16,627,905	1,408,008	9.25%
Percentage of General Fund Expenditures	34.0%	33.4%	33.7%	33.6%	33.3%	30.6%	
Percentage of General Fund Expenditures (Excl)	38.0%	37.4%	37.9%	37.7%	38.5%	50.3%	
Infrastructure Investment Fund	398,614	325,000	0	0	0	0	0.00%
DPW Depreciation Fund	148,300	292,400	42,400	42,400	200,000	157,600	371.70%
Fire Vehicle Stabilization Fund	191,200	250,000	250,000	250,000	250,000	0	0.00%
Open Space Stabilization Fund	0	0	0	0	100,000	100,000	0.00%
Dispatch Infrastructure Stabilization Fund	0	0	0	0	5,000	5,000	0.00%
Non-Exempt Debt	349,822	330,254	330,254	462,667	355,280	-107,387	-23.21%
Oil Spill Clean Up Debt (Jefferson School)	42,020	42,020	42,020	42,020	42,020	0	0.00%
State Assessments (Transportation)	132,032	132,032	132,032	135,176	135,176	0	0.00%
Overlay/Abatements	249,778	200,000	200,000	253,113	250,000	-3,113	-1.23%
Stabilization Fund Appropriation	677,860	500,000	450,000	450,000	1,000,000	550,000	122.22%
Other Post Employment Benefits Trust Fund	0	625,000	375,000	375,000	393,473	18,473	4.93%
Other Expenditures	2,189,626	2,696,706	1,821,706	2,010,376	2,730,949	720,573	35.84%
TOTAL GENERAL FUND EXP. - NON-EXCLUS	39,202,167	40,122,780	40,162,935	40,351,605	43,151,365	2,799,760	6.94%
DEBT EXCLUSION EXPENDITURES							
Exempt Debt - excluded	3,483,513	3,666,200	3,991,200	3,858,787	5,663,041	1,804,254	46.76%
High School Debt - excluded	1,091,215	1,091,215	1,047,033	1,047,409	1,047,409	0	0.00%
Debt Excluded Expenditures	4,574,728	4,757,415	5,038,233	4,906,196	6,710,450	1,804,254	36.78%
Percentage of General Fund Expenditures	10.5%	10.6%	11.1%	10.8%	13.5%		
TOTAL GENERAL FUND EXPENDITURES	43,776,894	44,880,195	45,201,168	45,257,801	49,861,815	4,604,014	10.17%
REVENUE/EXPENDITURE DIFFERENCE	0	0	0	0	0	0	0.00%
						School Change	
WRSD School Budget without Debt	\$21,317,994	\$21,598,485	\$22,284,589	\$22,284,589	\$22,939,274	654,685	2.94%
WRSD School Budget with Debt	\$22,451,229	\$22,731,720	\$23,373,642	\$23,374,018	\$24,028,703	654,685	2.80%

**TOWN OF HOLDEN
FY 2017 RESOURCE PROFILE**

	FY15 RECAP	FY16 SUBMITTED	FY16 TOWN MEETING	FY16 RECAP	FY17 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
RESTRICTED REVENUE							
LIBRARY OFFSETS	30,302	30,302	30,302	30,289	30,289	0	0.00%
RECREATION REVOLVING	388,865	401,590	401,590	401,590	432,898	31,308	7.80%
AFTER SCHOOL REVOLVING	331,833	323,814	323,814	323,814	327,072	3,258	1.01%
CABLE REVOLVING ACCOUNT	230,000	230,000	230,000	230,000	230,000	0	0.00%
SOLID WASTE ENTERPRISE FUND	1,128,900	1,132,100	1,132,100	1,132,100	1,141,100	9,000	0.79%
INSPECTIONAL SERVICES REVOLVING	269,500	292,500	292,500	292,500	182,500	-110,000	-37.61%
WATER SEWER REVENUE	5,996,230	5,983,074	5,983,074	5,983,074	6,277,900	294,826	4.93%
WATER SEWER STABILIZATION FUND	67,000	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	148,300	292,400	42,400	42,400	200,000	157,600	371.70%
FIRE VEHICLE STABILIZATION FUND	191,200	250,000	250,000	250,000	250,000	0	0.00%
TOTAL RESTRICTED REVENUE	8,782,130	8,935,780	8,685,780	8,685,767	9,071,759	385,992	4.44%
RESTRICTED EXPENDITURES							
LIBRARY OFFSETS	30,302	30,302	30,302	30,289	30,289	0	0.00%
RECREATION REVOLVING	467,954	465,458	465,458	465,458	479,754	14,296	3.07%
AFTER SCHOOL REVOLVING	334,228	323,542	323,542	323,542	332,094	8,552	2.64%
CABLE REVOLVING ACCOUNT	304,960	302,695	302,695	302,695	338,217	35,522	11.74%
SOLID WASTE ENTERPRISE FUND	1,147,423	1,160,149	1,160,149	1,160,149	1,190,967	30,818	2.66%
INSPECTIONAL SERVICES REVOLVING	241,829	251,635	251,635	251,635	246,219	-5,416	-2.15%
WATER SEWER EXPENSES	6,585,090	7,098,637	7,098,637	7,098,637	7,382,460	283,823	4.00%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	48,300	42,400	222,400	222,400	280,000	57,600	25.90%
FIRE VEHICLE STABILIZATION FUND	41,200	250,000	250,000	250,000	600,000	350,000	140.00%
TOTAL RESTRICTED EXPENDITURES	9,201,286	9,924,818	10,104,818	10,104,805	10,880,000	775,195	7.67%

**BUDGET COMPARISON
FY2015 TO FY2016**

Department	FY2016				FY2017				Change	
	Personnel Services	Expenses	Offsets	Total	Personnel Services	Expenses	Offsets	Total	Dollar	Percentage
Moderator	100	65	-	165	100	65	-	165	-	0.0%
Selectmen	7,150	22,350	-	29,500	7,150	22,350	-	29,500	-	0.0%
Finance Committee	-	151,786	-	151,786	-	151,786	-	151,786	-	0.0%
Town Manager/ Personnel	434,304	50,684	27,000	457,988	455,464	24,234	22,000	457,698	(290)	-0.1%
Information Technology	216,949	162,570	82,400	297,119	227,033	167,370	111,400	283,003	(14,116)	-4.8%
Accounting	154,413	25,450	24,500	155,363	163,131	25,450	28,400	160,181	4,818	3.1%
Treasurer/ Collector	205,588	69,100	55,050	219,638	220,450	76,000	58,200	238,250	18,612	8.5%
Assessor	157,281	27,100	-	184,381	177,551	71,600	-	249,151	64,770	35.1%
Legal	-	195,000	-	195,000	-	170,000	-	170,000	(25,000)	-12.8%
Town Clerk	191,381	34,565	-	225,946	207,769	37,126	-	244,895	18,949	8.4%
Insurance	-	1,724,200	-	1,724,200	-	1,874,200	-	1,874,200	150,000	8.7%
Retirement	-	1,283,500	-	1,283,500	-	1,375,352	-	1,375,352	91,852	7.2%
Debt	-	4,323,217	1,732,789	2,590,428	-	6,020,017	1,732,788	4,287,229	1,696,801	65.5%
Planning & Development	137,099	107,591	-	244,690	158,900	122,744	-	281,644	36,954	15.1%
Sealer of Weights & Measures	-	-	-	-	4,000	1,050	-	5,050	-	-
Subtotal General Government	1,504,265	8,177,178	1,921,739	7,759,704	1,617,548	10,138,294	1,952,788	9,803,054	2,043,350	26.3%
Police	1,847,278	221,000	-	2,068,278	2,040,100	220,000	-	2,260,100	191,822	9.3%
Dispatch	387,301	15,500	-	402,801	457,746	20,500	-	478,246	75,445	18.7%
Animal control	52,951	10,900	-	63,851	58,049	10,600	-	68,649	4,798	7.5%
Fire	1,023,056	138,800	-	1,161,856	1,228,396	128,000	-	1,356,396	194,540	16.7%
EMS	731,847	145,000	-	876,847	734,526	154,400	-	888,926	12,079	1.4%
Emergency Management	66,899	8,320	-	75,219	72,052	17,320	-	89,372	14,153	18.8%
Public Safety Building	-	235,500	-	235,500	-	235,500	-	235,500	-	0.0%
Subtotal Public Safety	4,109,332	775,020	-	4,884,352	4,590,869	786,320	-	5,377,189	492,837	10.1%
DPW Administration	167,664	8,850	-	176,514	180,724	9,290	-	190,014	13,500	7.6%
DPW Engineering	144,405	153,750	-	298,155	157,653	151,675	-	309,328	11,173	3.7%
DPW Highway	501,744	883,500	-	1,385,244	499,094	879,800	-	1,378,894	(6,350)	-0.5%
DPW Equipment Repair	172,782	18,020	57,000	133,802	186,526	18,840	49,000	156,366	22,564	16.9%
DPW Building and Grounds	412,760	271,450	25,000	659,210	450,844	315,000	28,000	737,844	78,634	11.9%
DPW Garage	-	49,500	-	49,500	-	41,200	-	41,200	(8,300)	-16.8%
Subtotal Public Works	1,399,355	1,385,070	82,000	2,702,425	1,474,841	1,415,805	77,000	2,813,646	111,221	4.1%
Veterans Benefits	6,200	56,500	-	62,700	18,500	85,500	-	104,000	41,300	65.9%
Senior Center	228,694	32,750	-	261,444	237,175	32,950	-	270,125	8,681	3.3%
Subtotal Human Services	234,894	89,250	-	324,144	255,675	118,450	-	374,125	49,981	15.4%
Library	574,610	263,390	-	838,000	611,631	262,739	-	874,370	36,370	4.3%
Historical Commission	-	6,700	-	6,700	-	6,700	-	6,700	-	0.0%
Subtotal Culture	574,610	270,090	-	844,700	611,631	269,439	-	881,070	36,370	4.3%
TOTAL MUNICIPAL:	7,822,456	10,696,608	2,003,739	16,515,325	8,550,564	12,728,308	2,029,788	19,249,084	2,733,759	16.6%
Total minus Insurance, Retirement and Debt				10,917,197				11,712,303	795,106	7.3%
EDUCATION:										
Minimum Required Contribution		17,312,246		17,312,246		17,578,031		17,578,031	265,785	1.5%
Voluntary Contribution		3,146,256		3,146,256		3,923,854		3,923,854	777,598	24.7%
Transportation		1,344,611		1,344,611		1,437,389		1,437,389	92,778	6.9%
Debt		1,089,053		1,089,053		1,089,053		1,089,053	-	0.0%
Subtotal WRSD		22,892,166		22,892,166		24,028,327		24,028,327	1,136,161	5.0%
Montachusett Reg. Voc. Tech		836,743		836,743		853,237		853,237	16,494	2.0%
TOTAL EDUCATION:		23,728,909		23,728,909		24,881,564		24,881,564	1,152,655	4.9%
Total minus Insurance, Retirement and Debt				10,917,197				11,712,303	795,106	7.3%
Capital				1,048,000				1,364,000	316,000	30.2%
TOTAL OPERATING AND CAPITAL W/O FIXED COSTS:				11,965,197				13,076,303	1,111,106	9.3%

**TOWN OF HOLDEN
FIVE YEAR PLAN
FY 2016 - FY2021**

	FY 2016	FY 2017	Dollar Change	Percent Change	FY 2018	Dollar Change	Percent Change	FY 2019	Dollar Change	Percent Change	FY 2020	Dollar Change	Percent Change	FY 2021	Dollar Change	Percent Change
REVENUE																
State Aid	1,975,552	1,975,552	-	0.00%	1,975,552	-	0.00%	1,975,552	-	0.00%	1,975,552	-	0.00%	1,975,552	-	0.00%
School Construction Aid	1,732,788	1,732,788	(1)	0.00%	1,732,788	-	0.00%	1,732,787	(1)	0.00%	1,732,786	(1)	0.00%	-	(1,732,786)	-100.00%
Local Receipts	4,846,942	5,002,089	55,157	1.11%	5,142,809	140,710	2.61%	5,146,434	3,625	0.07%	5,135,098	(11,336)	-0.22%	5,138,803	3,704	0.07%
Free Cash Usage	2,158,787	1,948,473	(210,314)	-8.74%	1,010,000	(936,473)	-48.16%	915,000	(85,000)	-9.41%	865,000	(50,000)	-5.46%	670,000	(195,000)	-22.54%
Overlay Reserve Surplus	50,000	50,000	-	0.00%	50,000	-	0.00%	50,000	-	0.00%	50,000	-	0.00%	50,000	-	0.00%
Property Tax	31,024,762	33,976,877	2,952,115	9.52%	34,153,059	176,182	0.52%	34,872,568	819,509	2.40%	35,848,903	876,335	2.51%	37,148,231	1,299,328	3.62%
Debt Exclusion (NET)	3,069,208	4,873,464	1,804,256	58.79%	4,873,025	(439)	-0.01%	5,105,412	232,387	4.77%	6,758,084	1,652,672	32.37%	6,004,870	(753,214)	-11.15%
Other Rev (HMLD & recreation, Wachusett Fun	330,050	332,851	2,801	0.85%	316,808	(16,243)	-4.88%	219,522	(97,086)	-30.69%	222,494	2,972	1.35%	70,900	(151,594)	-68.13%
TOTAL REVENUES	45,288,090	49,892,104	4,604,014	10.17%	49,253,841	(638,263)	-1.28%	50,117,275	863,434	1.75%	52,687,917	2,470,642	4.93%	51,058,356	(1,629,562)	-2.91%
APPROPRIATIONS																
Operating Budgets																
Wachusett Reg. School District	22,284,589	22,939,274	654,685	2.94%	23,283,363	344,089	1.50%	23,632,614	349,250	1.50%	23,987,103	354,489	1.50%	24,346,909	359,807	1.50%
Montachusett Reg. Tech. School	836,743	853,237	16,494	1.97%	878,834	25,597	3.00%	905,199	26,365	3.00%	932,355	27,156	3.00%	960,326	27,971	3.00%
Town	11,192,197	12,014,353	822,156	7.35%	12,254,640	240,287	2.00%	12,499,733	245,093	2.00%	12,749,728	249,995	2.00%	13,004,722	254,995	2.00%
Capital budget																
Exempt Debt Service	4,906,196	6,710,450	1,804,254	36.78%	6,711,713	1,293	0.02%	6,844,099	132,386	1.97%	8,486,770	1,652,671	24.15%	6,010,770	(2,486,000)	-29.28%
Non-Exempt Service	504,687	397,300	(107,387)	-21.28%	258,068	(139,232)	-35.04%	213,218	(44,850)	-17.38%	225,806	12,588	5.80%	336,426	110,820	48.98%
Cash	1,020,000	1,364,000	344,000	33.73%	863,500	(500,500)	-36.69%	911,000	47,500	5.60%	806,000	(105,000)	-11.53%	847,000	41,000	5.08%
Infrastructure Investment Fund	-	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Total Capital	6,430,883	8,471,750	2,040,867	31.74%	7,833,281	(638,469)	-7.54%	7,968,317	135,036	1.72%	9,528,576	1,560,259	19.58%	7,194,196	(2,334,380)	-24.50%
Pensions	1,283,500	1,375,352	91,852	7.16%	1,485,380	110,028	8.00%	1,604,211	118,830	8.00%	1,732,547	128,337	8.00%	1,871,151	138,604	8.00%
Insurance	1,724,200	1,874,200	150,000	8.70%	2,042,878	168,678	8.00%	2,226,737	183,859	8.00%	2,427,143	200,406	9.00%	2,645,566	218,443	9.00%
State Assessments	135,176	135,176	-	0.00%	135,176	-	0.00%	135,176	-	0.00%	135,176	-	0.00%	135,176	-	0.00%
Offset Aid - Library	30,289	30,289	-	0.00%	30,289	-	0.00%	30,289	-	0.00%	30,289	-	0.00%	30,289	-	0.00%
Overlay Reserve	253,113	250,000	(3,113)	-1.23%	200,000	(50,000)	-20.00%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	0.00%
Warrant Art. - Stabilization Fund	450,000	1,000,000	550,000	122.22%	400,000	(600,000)	-60.00%	200,000	(200,000)	-50.00%	200,000	-	0.00%	200,000	-	0.00%
Warrant Art. - Other Stabilization	292,400	555,000	262,600	89.81%	460,000	(95,000)	-17.12%	465,000	5,000	1.09%	415,000	(50,000)	-10.75%	220,000	(195,000)	-46.99%
Other Post Employment Benefits	375,000	393,473	16,473	4.93%	250,000	(143,473)	-36.48%	250,000	-	0.00%	250,000	-	0.00%	250,000	-	0.00%
TOTAL APPROPRIATIONS	45,288,090	49,892,104	4,604,014	10.17%	49,253,841	(638,263)	-1.28%	50,117,275	863,434	1.75%	52,687,917	2,470,642	4.93%	51,058,356	(1,629,562)	-2.91%
BALANCE	(0)	-	-	-	(0)	-	-	(0)	-	-	0	-	-	0	-	-
Approximate Tax Rate (at current	17.25	19.66	2.41		20.52	0.86		21.07	0.55		22.40	1.33		22.69	0.29	
Excess Levy (approximate)	2,233,560	412,903			1,396,465			1,765,694			2,107,816			2,057,406		



Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

Jacquelyn M. Kelly
Town Manager

February 12, 2016

FY 2017 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 2017 (July 1, 2016 through June 30, 2017). 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 at the Resource Profile Meeting.

For a fourth consecutive year, the submitted budget taxes below the levels authorized by Proposition 2 ½. The FY 2017 Budget as proposed, continues our commitment to taxpayers of delivering quality public services that are effective and efficient, while strengthening our reserves in both the General Stabilization and Special Funds, and maintaining a balance in Free Cash. This means that the taxpayer will receive some relief without experiencing a decrease in Town services.

The Budget maintains the Town's strong financial position. This has resulted in a recent increase in our bond rating to 'AA+' by Standard & Poors Rating Service. An excellent credit rating has powerful effects on the interest rates we command in the market. Strong Credit Rating = Lower Interest Expense = savings to our taxpayers.

Overall, the proposed FY 2017 Operating and Capital Budget continues to fund our required and mandated costs such as education and strengthens our infrastructure and capital program, while maintaining and enhancing our municipal services. It is a matter of balancing our resources, providing our taxpayers good value for their taxes, 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 the citizens of Holden.


Jacquelyn M. Kelly
Town Manager

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FY 2017

BUDGET CALENDAR

Department Capital Budget Submission	November 13, 2015
Departments Submit Operating Budgets	November 13 – December 4, 2015
Town Manager Review	December 7 – January 15, 2016
Budget Production	January 19 - February 12, 2016
Budget Submission	February 15, 2016
Finance Committee Budget Review	February 24 - March 31, 2016
Last Day to Submit Warrant Articles	April 1, 2016
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 11, 2016
Post Warrant for Annual Town Meeting	April 29, 2016
Annual Town Election	May 9, 2016
Town Reports Available	May 16, 2016
Adjourned Annual Town Meeting	May 16, 2016

BUDGET SUMMARY

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Request FY 2017	Manager FY 2017
General Government	4,404,044	4,529,871	4,833,432	5,362,276	5,268,285	5,734,275	5,740,875
Public Safety	4,163,617	4,272,095	4,416,371	4,884,352	4,927,447	5,607,157	5,377,189
Public Works	2,600,934	2,528,612	2,631,822	2,784,425	2,675,239	2,919,746	2,890,646
Human Services	278,993	299,299	294,839	324,144	364,335	340,425	374,125
Culture	737,635	785,082	788,430	844,700	847,696	894,455	881,070
TOTAL MUNICIPAL	12,185,223	12,414,959	12,964,894	14,199,897	14,083,002	15,496,058	15,263,905
TOTAL DEBT	4,012,995	4,014,074	4,157,151	4,323,217	4,530,773	6,020,017	6,020,017
TOTAL EDUCATION	22,281,873	22,459,302	22,719,125	24,210,385	23,718,238	24,881,564	24,881,564
TOTAL MUNICIPAL, DEBT AND EDUCATION	38,480,091	38,888,335	39,841,170	42,733,499	42,332,013	46,397,639	46,165,486
OTHER FUNDS							
Water/Sewer Enterprise Fund	5,743,349	5,704,740	6,046,327	7,107,732	6,745,587	7,427,020	7,417,864
Water/Sewer Stabilization Fund	103,948	106,413	176,087	178,260	178,260	178,260	178,260
DPW Depreciation Fund	349,935	511,390	619,741	448,267	448,267	368,267	368,267
Recreation Revolving Fund	285,019	308,868	445,060	365,458	365,227	377,784	379,754
Before/After School Revolving Fund	289,864	282,656	296,037	323,542	317,647	332,794	332,094
Cable Revolving Fund	239,790	269,279	220,403	302,695	302,695	338,217	338,217
Solid Waste Enterprise Fund	1,035,984	1,084,822	1,119,584	1,160,149	1,159,319	1,199,767	1,190,967
Inspection Revolving Fund	191,258	222,402	223,453	251,635	241,385	259,569	246,219
Fire Vehicle Stabilization Fund	155,777	414,900	573,395	585,644	585,644	235,644	235,644
General Stabilization Fund	677,681	1,458,930	2,168,247	2,654,318	2,654,318	3,654,318	3,654,318
Infrastructure Investment Fund	1,553,682	1,454,821	1,333,961	1,333,721	1,333,721	1,333,721	1,333,721
Open Space Stabilization Fund	0	0	0	0	0	100,000	100,000
Dispatch Stabilization Fund	0	0	0	0	0	5,000	5,000
TOTAL OTHER FUNDS	10,626,287	11,819,221	13,222,295	14,711,421	14,332,070	15,810,361	15,780,325

TOWN OF HOLDEN

FY 2017 BUDGET

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Request FY 2017	Manager FY 2017
GENERAL GOVERNMENT							
Moderator	100	100	100	165	115	165	165
Finance Committee	176,249	151,618	151,546	151,786	151,786	151,786	151,786
Selectmen	22,523	22,231	24,401	29,500	29,462	29,500	29,500
Town Manager/Personnel	352,044	327,766	376,286	484,988	455,334	479,698	479,698
Information Technology	245,368	284,897	356,550	379,519	382,566	389,103	394,403
Finance							
Accounting	138,956	144,540	157,749	179,863	179,200	188,581	188,581
Treasurer/Collector	256,526	240,451	258,507	274,688	277,066	296,450	296,450
Assessors	244,599	154,241	165,567	184,381	198,000	244,151	249,151
Legal	148,132	230,962	161,749	195,000	180,000	170,000	170,000
Town Clerk	207,594	186,961	207,345	225,946	225,946	244,895	244,895
Non-Departmental							
Insurance	1,452,648	1,493,191	1,550,991	1,724,200	1,656,752	1,874,200	1,874,200
Retirement	931,617	1,063,564	1,189,289	1,283,500	1,279,798	1,375,352	1,375,352
Planning and Development	224,455	225,542	230,171	244,690	248,210	285,344	281,644
Sealers	3,233	3,807	3,181	4,050	4,050	5,050	5,050
TOTAL	4,404,044	4,529,871	4,833,432	5,362,276	5,268,285	5,734,275	5,740,875
TOTAL DEBT SERVICE	4,012,995	4,014,074	4,157,151	4,323,217	4,530,773	6,020,017	6,020,017

TOWN MODERATOR

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
100	100	100	100	100	5120 Moderator	100	100
100	100	100	100	100	*Total Salary & Wages*	100	100
0	0	0	0	0	# Personnel F/T	0	0
1	1	1	1	1	# Personnel P/T	1	1
0	0	0	15	15	5731 Association Dues	15	15
0	0	0	50	0	5733 Expense of Meetings	50	50
0	0	0	65	15	*Total Expense*	65	65
100	100	100	165	115	*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 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.

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
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	15	0	50	50	5343 Postage	50	50
278	0	0	100	100	5421 Office Supplies	100	100
231	236	236	236	236	5731 Association Dues	236	236
547	1,367	1,310	1,400	1,400	5733 Expense of Meetings	1,400	1,400
175,193	150,000	150,000	150,000	150,000	5781 Reserve Fund	150,000	150,000
176,249	151,618	151,546	151,786	151,786	*Total Expense*	151,786	151,786
176,249	151,618	151,546	151,786	151,786	*Total Budget*	151,786	151,786

BOARD OF SELECTMEN

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

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

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

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

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Jeremy Kurtz, Chairman	PREPARED BY	

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
5,150	5,150	5,150	5,150	5,150	5120	Selectmen Salary	5,150	5,150
2,250	1,586	1,877	2,000	2,000	5122	Selectmen Clerical	2,000	2,000
7,400	6,736	7,027	7,150	7,150		*Total Salary & Wages*	7,150	7,150
0	0	0	0	0		# Personnel F/T	0	0
6	6	6	6	6		# Personnel P/T	6	6
403	450	470	400	400	5301	Advertising	400	400
100	50	100	300	250	5343	Postage	300	300
664	933	237	950	940	5421	Office Supplies	950	950
1,000	1,000	1,000	1,000	1,000	5710	Car Allowance	1,000	1,000
2,767	2,809	2,865	2,900	2,922	5731	Association Dues	2,900	2,900
3,209	2,604	1,616	3,800	3,800	5733	Expense of Meetings	3,800	3,800
1,985	2,280	2,086	2,500	2,500	5780	Employee Appreciation	2,500	2,500
4,995	3,869	0	0	0	5792	Memorial Day Parade	0	0
0	1,500	9,000	10,500	10,500	5793	Parades, Events, Concerts	10,500	10,500
15,123	15,495	17,374	22,350	22,312		*Total Expenses*	22,350	22,350
22,523	22,231	24,401	29,500	29,462		*Total Budget*	29,500	29,500

TOWN MANAGER

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

The Manager and her office staff provide significant administrative support to the Board of Selectmen in the areas of agenda preparation 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. We are presently in the MIIA Workers' Compensation Pool and MIIA Property and Casualty Group.

The Town Manager is the Town's Purchasing Official and is responsible for the purchasing function and coordinating the formulation, distribution and award of formal bids generated by various departments 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 funding for the bonus incentive plan and the potential payoff of benefits to qualifying employees.

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 Jacquelyn M. Kelly	PREPARED BY Jacquelyn M. Kelly	

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
334,008	309,208	357,449	434,304	430,922	Salary & Wages	455,464	455,464
18,036	18,558	18,837	50,684	24,412	Operating Expense	24,234	24,234
352,044	327,766	376,286	484,988	455,334	*Total Budget*	479,698	479,698
22,000	22,000	22,000	22,000	22,000	Indirects Included:		
5,000	5,000	1,258	400	400	HMLD Indirect Charge	14,000	14,000
27,000	27,000	23,258	22,400	22,400	Water Sewer Enterprise Fund	8,000	8,000
					Indirects	22,000	22,000

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
151,214	142,257	147,615	149,796	152,755	5110 Town Manager	156,724	156,724
60,291	62,133	64,790	61,379	62,367	5111 Administrative Asst.	64,690	64,690
28,609	34,384	41,615	46,130	46,873	5112 Clerical TM/Personnel	49,530	49,530
69,504	57,421	76,925	80,005	81,604	5113 Asst. Town Manager	86,272	86,272
4,140	4,263	4,725	4,494	5,323	5143 Town Manager Deferred Comp	5,498	5,498
5,250	2,250	3,000	7,500	7,000	5144 Incentive Plan	20,750	20,750
0	0	0	50,000	50,000	5150 Wage Adjustment	37,000	37,000
15,000	6,500	18,779	35,000	25,000	5152 Accrued Benefit Buy Out	35,000	35,000
334,008	309,208	357,449	434,304	430,922	*Total Salary & Wages*	455,464	455,464
4	4	4	4	4	# Personnel F/T	4	4
0	0	0	0	0	# Personnel P/T	0	0
115	200	0	800	800	5242 Equipment Maintenance	800	800
2,210	2,455	1,709	3,834	3,834	5301 Advertising	3,834	3,834
1,170	950	520	1,600	1,600	5306 Drug/Alcohol Testing	1,600	1,600
475	480	450	0	0	5308 Holden Days	0	0
1,101	1,111	1,433	1,200	1,228	5340 Cell Phone Expense	1,200	1,200
941	546	658	1,000	700	5343 Postage	700	700
786	1,424	1,081	1,500	1,500	5410 Petro	1,350	1,350
3,053	2,289	4,429	4,000	4,000	5421 Office Supplies	4,000	4,000
2,158	2,635	2,287	3,000	3,000	5422 Printing	3,000	3,000
0	1,511	121	500	500	5480 Vehicle Maintenance	500	500
531	3,675	3,753	4,800	3,800	5510 Training	3,800	3,800
3,116	0	0	0	0	5710 Car Allowance	0	0
41	0	0	300	300	5711 Mileage	300	300
4	0	0	850	850	5720 Out of State Travel	850	850
1,686	460	583	700	700	5731 Association Dues	700	700
37	40	147	100	100	5732 Subscriptions	100	100
612	782	1,666	1,500	1,500	5733 Expense of Meetings	1,500	1,500
0	0	0	25,000		5735 Classification Study Non-Union	0	0
18,036	18,558	18,837	50,684	24,412	*Total Expenses*	24,234	24,234
352,044	327,766	376,286	484,988	455,334	*Total Budget*	479,698	479,698

INFORMATION TECHNOLOGY

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

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

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

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

INFORMATION TECHNOLOGY

5. SPECIAL PROJECTS

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

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
136,283	157,282	209,484	216,949	219,996	Salary & Wages	227,033	227,033
109,085	127,615	147,066	162,570	162,570	Operating Expense	162,070	167,370
245,368	284,897	356,550	379,519	382,566	*Total Budget*	389,103	394,403
20,000	65,000	65,000	65,000	65,000	Indirects Included:		
10,000	10,000	10,000	10,000	10,000	HMLD charge	80,000	80,000
10,000	7,400	7,400	7,400	7,400	Water Sewer Enterprise Fund	15,000	15,000
					Inspections	9,000	9,000
40,000	82,400	82,400	82,400	82,400	Indirects	104,000	104,000

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
70,198	71,621	75,811	76,659	78,191	5111	System Administrator	79,451	79,451
66,085	68,588	72,896	75,815	77,331	5113	Network Administrator	79,451	79,451
0	17,073	60,777	64,475	64,474	5119	Business Analyst	68,131	68,131
136,283	157,282	209,484	216,949	219,996		*Total Salary & Wages*	227,033	227,033
2	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
8,221	9,053	9,153	26,500	26,500	5242	Hardware Equip Maint	26,500	26,500
60,743	41,621	53,238	63,900	63,900	5243	Software Support	65,000	65,000
0	3,946	8,607	12,200	12,200	5244	Telephone Support	12,200	17,500
440	0	0	0	0	5303	GIS Consulting	0	0
0	43	20,254	7,400	7,400	5311	Software Purchase	7,000	7,000
1,503	1,446	1,883	1,800	1,800	5340	Cell Phone	2,100	2,100
27	22	0	100	100	5343	Postage	100	100
439	129	590	300	300	5421	Office Supplies	300	300
678	0	1,403	3,000	3,000	5510	Training/Education	1,500	1,500
1,150	1,150	1,650	1,950	1,950	5710	Car Allowance	1,950	1,950
0	100	0	120	120	5731	Association Dues	120	120
0	0	0	500	500	5733	Expense of Meetings	500	500
30,051	37,679	42,362	44,800	44,800	5783	License/Internet Access Fees	44,800	44,800
5,833	32,426	7,926	0	0	5794	Hardware Equip Purchase	0	0
109,085	127,615	147,066	162,570	162,570		*Total Expenses*	162,070	167,370
245,368	284,897	356,550	379,519	382,566		*Total Budget*	389,103	394,403

ACCOUNTING

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

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

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

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

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

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

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

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

ACCOUNTING

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

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

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

TOWN OF HOLDEN

FY 2017 BUDGET

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
114,915	120,114	133,845	154,413	153,820	Salary & Wages	163,131	163,131
24,041	24,426	23,904	25,450	25,380	Operating Expense	25,450	25,450
138,956	144,540	157,749	179,863	179,200	*Total Budget*	188,581	188,581
10,000	10,000	10,000	10,000	10,000	Indirects Included:		
1,300	1,300	1,300	1,300	1,300	HMLD charge	12,000	12,000
1,600	1,600	1,600	1,600	1,600	Recreation	1,300	1,300
1,600	1,600	1,600	1,600	1,600	Before/After School	1,900	1,900
5,000	7,000	7,000	7,000	7,000	Cable Revolving	1,200	1,200
2,000	3,000	3,000	3,000	3,000	Water Sewer Enterprise Fund	8,500	8,500
21,500	24,500	24,500	24,500	24,500	Solid Waste	3,500	3,500
					Indirects:	28,400	28,400

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, monthly cash reconciliation and collateral reporting; posting and reconciliation of Treasurer's receipts; short- and long-term debt implementation, including annual disclosure requirements; processing of all departmental receipts; responsibility for Trust Funds and Infrastructure Investment Fund transfers and investment. In order to retain certification as Treasurer/Collector, attendance at various schools, conferences, seminars and meetings is required.

The Treasurer/Collectors Office is responsible for the billing and collection of all types of taxes. Approximately 8,500 real estate tax bills are collected quarterly which may include betterment liens for sewer and connection loan assessments, as well as delinquency liens for unpaid light, water and trash bills. There are also approximately 400 personal property tax bills collected quarterly from Town of Holden businesses. An estimated 20,000 motor vehicle excise tax bills are mailed each year for vehicles garaged in Holden. In addition demand bills are sent once all bills are past due. Detailed collection records are kept, leaving an appropriate audit trail and all receivables are reconciled monthly. The Treasurer/Collector's office also performs an annual tax taking process on all unpaid parcels after the close of each fiscal year which involves tax title accounting, collections and reconciliations. These accounts are closely monitored and may eventually be submitted to the land court for foreclosure. The Treasurer/Collector's Office is also responsible for the preparation of various legal documents such as Municipal Lien Certificates issued when properties are conveyed to a new owner or are refinanced. The Tax Collector's office processed 624 Municipal Lien Certificates in Fiscal Year 2015.

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

TOWN OF HOLDEN

FY 2017 BUDGET

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
74,048	78,688	85,514	87,238	88,983	5111	Town Accountant	90,416	90,416
40,867	41,426	48,331	67,175	64,837	5112	Clerical	72,715	72,715
114,915	120,114	133,845	154,413	153,820		*Total Salary & Wages*	163,131	163,131
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	1	1		# Personnel P/T	1	1
22,000	22,000	22,000	22,000	22,000	5300	Audit	22,000	22,000
150	150	150	200	200	5343	Postage	200	200
1,163	1,212	1,189	1,300	1,300	5421	Office Supplies	1,300	1,300
80	140	140	150	80	5731	Association Dues	150	150
648	924	425	1,800	1,800	5733	Training/Education	1,800	1,800
24,041	24,426	23,904	25,450	25,380		*Total Expense*	25,450	25,450
138,956	144,540	157,749	179,863	179,200		*Total Budget*	188,581	188,581

TREASURER/COLLECTOR

The Treasurer/Collectors Office is responsible for processing the weekly Accounts Payable warrant after vendor payments have been approved and issued by the Accounting Department. This function involves the reconciliation and disbursement of accounts payable checks. In FY 2015 the Treasurer/Collector's office processed just over 6,300 vendor checks which along with bank wire payments and biweekly payrolls totaled over \$99,000,000. Cash flow needs must be considered, and necessary liquidity must be maintained when investing funds. Oversight of vendor payments for various projects authorized by bond issues must be maintained so that funds may be transferred timely and appropriately to cover expenditures.

The Treasurer/Collectors office also oversees the financial aspects of the online collections on behalf of the Town Clerk's office, the Recreation Department's online registration program, the Department of Planning & Development's program for online permitting and the recently added DPW online permitting and fee collections. The Town of Holden now accepts online donations for Help at Home for residents in need of assistance, the Holden 250th Committee and their holiday "Light-a-Light" campaign, the Memorial Day Parade and the Winter Festival and is accepting donations for the newly created Holden 275th Committee. These online receipts involve the daily reporting to each department and the monthly reconciliation of the associated bank accounts.

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 life and health insurance (retiree billing and reconciliation), flexible spending accounts, disability insurance, regional retirement, union dues, and tax-deferred compensation. It requires oversight of withholding taxes, which are remitted to the state and federal governments each pay period and for which detailed records are kept. Quarterly filings are mandated for state and federal taxes, and W-2 forms are issued annually. Additional reporting is now mandatory for the Affordable Care Act (ACA).

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
183,601	190,035	197,577	205,588	212,346	Salary & Wages	220,450	220,450
72,925	50,416	60,930	69,100	64,720	Operating Expense	76,000	76,000
256,526	240,451	258,507	274,688	277,066	*Total Budget*	296,450	296,450
19,000	19,000	19,000	19,000	19,000	Indirects Included:		
12,750	12,750	12,750	12,750	12,750	HMLD charge	20,000	20,000
5,800	5,800	5,800	5,800	5,800	Water/Sewer Reimburse	13,500	13,500
7,500	7,500	7,500	7,500	7,500	Recreation Reimburse	5,800	5,800
0	1,000	1,000	1,000	1,000	Before/After School	8,000	8,000
9,000	9,000	9,000	9,000	9,000	Cable Revolving	1,200	1,200
54,050	55,050	55,050	55,050	55,050	Solid Waste	9,700	9,700
					Indirect Costs	58,200	58,200

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
65,390	73,663	78,536	80,135	83,308	5111	Treasurer/Collector	86,374	86,374
117,806	115,952	118,363	124,453	128,238	5112	Clerical	133,076	133,076
405	420	678	1,000	800	5132	Overtime	1,000	1,000
183,601	190,035	197,577	205,588	212,346		*Total Salary & Wages*	220,450	220,450
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
1,934	606	1,370	1,500	1,500	5242	Equipment Maintenance	1,500	1,500
4,275	2,365	2,641	5,000	4,120	5301	Tax Title/Advertising	5,000	5,000
0	0	0	2,000	0	5304	Penalties & Interest	2,000	2,000
4,500	2,907	8,167	9,000	9,000	5305	Tax Foreclosure	9,000	9,000
20,328	20,979	22,389	24,000	24,000	5343	Postage	24,000	24,000
2,609	3,609	3,170	4,000	4,000	5421	Office Supplies	4,000	4,000
4,674	5,362	5,209	7,500	7,500	5580	Billing Expense	7,500	7,500
1,500	1,500	1,500	1,500	1,500	5710	Car Allowance	1,500	1,500
225	365	435	600	400	5731	Association Dues	500	500
931	614	344	1,000	700	5733	Training/Education	1,000	1,000
12,814	12,109	8,655	13,000	12,000	5784	Bank Charges	12,000	12,000
12,285	0	0	0	0	5784	Reserve Fund Transfer-Verizon	0	0
6,850	0	7,050	0	0	5891	OPEB Study	8,000	8,000
72,925	50,416	60,930	69,100	64,720		*Total Expense*	76,000	76,000
256,526	240,451	258,507	274,688	277,066		*Total Budget*	296,450	296,450

BOARD OF ASSESSORS

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

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

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

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

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
181,699	131,721	143,791	157,281	170,900	Salary & Wages	177,551	177,551
62,900	22,520	21,776	27,100	27,100	Operating Expense	66,600	71,600
244,599	154,241	165,567	184,381	198,000	*Total Budget*	244,151	249,151

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
81,415	66,804	72,244	75,140	79,105	5110	Principal Assessor	83,594	83,594
53,886	60,317	63,472	65,541	66,811	5112	Clerical	69,005	69,005
41,798	0	2,275	0	0	5119	Data Collector	0	0
0	0	0	10,400	18,784	5119	Data Collector PT	18,752	18,752
1,600	1,600	2,800	3,200	3,200	5120	Board of Assessors	3,200	3,200
3,000	3,000	3,000	3,000	3,000	5126	Mapper	3,000	3,000
181,699	131,721	143,791	157,281	170,900		*Total Salary & Wages*	177,551	177,551
3	3	2	2	2		# Personnel F/T	2	2
3	3	3	6	6		# Personnel P/T	6	6
0	0	0	600	600	5242	Equipment Maintenance	600	600
201	0	136	350	350	5340	Cell Phone	350	350
1,206	2,200	2,200	2,200	2,200	5343	Postage	2,200	2,200
1,748	1,579	1,812	2,500	2,500	5421	Office Supplies	2,500	2,500
1,447	941	955	2,500	2,500	5422	Printing	2,500	2,500
2,568	1,631	2,362	3,500	3,500	5510	Personnel Training	3,500	3,500
2,200	0	0	0	0	5710	Car Allowance	0	0
2,366	2,142	2,446	2,500	2,500	5711	Mileage Reimbursement	2,500	2,500
394	398	0	500	500	5720	Out of State Travel	500	500
376	106	106	500	500	5731	Association Dues	500	500
115	40	42	200	200	5732	Subscriptions	200	200
471	531	579	750	750	5784	Deeds/Abstracts	750	750
49,425	12,952	10,625	10,500	10,500	5791	Revaluation	50,000	55,000
383	0	513	500	500	5794	Office Equipment	500	500
62,900	22,520	21,776	27,100	27,100		*Total Expense*	66,600	71,600
244,599	154,241	165,567	184,381	198,000		*Total Budget*	244,151	249,151

LEGAL

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

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
89,892	60,788	99,789	90,000	90,000	5300	Town Counsel	90,000	90,000
42,850	50,034	20,548	50,000	40,000	5302	Collective Bargaining	30,000	30,000
15,390	120,140	41,412	55,000	50,000	5302	Labor Relations	50,000	50,000
148,132	230,962	161,749	195,000	180,000		*Total Expense*	170,000	170,000
148,132	230,962	161,749	195,000	180,000		*Total Budget*	170,000	170,000

TOWN CLERK

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

The Town Clerk's Office 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 the Internet. Activities to maintain vital records include recording, indexing, establishing, and amending. Office staff also issue certified copies of various records, perform records retention and preservation, conduct genealogical research, and answering numerous public requests and questions

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

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

TOWN CLERK

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

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

TOWN OF HOLDEN

FY 2017 BUDGET

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

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
66,487	72,752	77,553	80,656	80,656	5110	Town Clerk	86,938	86,938
83,713	86,614	90,834	92,590	92,590	5112	Clerical	96,111	96,111
1,150	1,150	1,150	1,150	1,150	5125	Registrar/Census Coll.	1,150	1,150
27,691	5,348	13,267	15,885	15,885	5126	Election/Tn Mtg Pers.	22,270	22,270
1,152	421	756	1,100	1,100	5132	Overtime	1,300	1,300
180,193	166,285	183,560	191,381	191,381		*Total Salary & Wages*	207,769	207,769
3	3	3	3	3		# Personnel F/T	3	3
57	57	57	57	61		# Personnel P/T	61	61
3,147	3,380	2,513	4,820	4,820	5242	Equipment Maintenance	1,600	1,600
1,905	1,951	2,009	2,413	2,413	5311	Record Preservation	1,816	1,816
289	286	286	300	300	5340	Cell Phone	300	300
2,862	1,567	2,000	2,040	2,040	5343	Postage	2,700	2,700
2,824	2,587	2,579	3,900	3,900	5421	Office Supplies	3,900	3,900
4,720	2,024	0	0	0	5422	Printing	0	0
4,830	1,476	6,307	10,875	10,875	5582	Election/TnMtg Expenses	16,415	16,415
5,835	6,190	6,810	7,830	7,830	5583	Census	8,000	8,000
49	182	171	365	365	5711	Mileage Reimbursement	365	365
0	0	0	500	500	5720	Out of State Travel	500	500
375	395	395	500	500	5731	Association Dues	500	500
87	90	92	102	102	5732	Subscriptions	110	110
478	548	623	920	920	5733	Education	920	920
27,401	20,676	23,785	34,565	34,565		*Total Expense*	37,126	37,126
207,594	186,961	207,345	225,946	225,946		*Total Budget*	244,895	244,895

INSURANCE BUDGET

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

The Town of Holden joined the State sponsored Group Insurance Commission (GIC) for FY 2013. The GIC will provide the FY 2017 premium information to the Town of Holden in early spring. The town currently pays 80% of HMO premiums for employees hired before 7/1/2009 and 75% for employees hired after that date. Employees may also enroll in Preferred Provider and indemnity plans with a 50/50 cost sharing. Our retirees who are eligible for Medicare are required to enroll in Medicare supplemental plans. The Town pays 74% of the Medicare HMO premiums and 50% of PPO and Indemnity Plans for retirees.

The Town of Holden also offers its employees a \$5,000 term life insurance policy through Boston Mutual Life Insurance Company and contributes 50% of the \$6.30 monthly premium. The FY 2017 Life Insurance budget also includes funding for the Town Manager's contractual insurance policies.

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

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

The accompanying chart lists the total insurance costs for all funds, however, the health, life, and Medicare insurance costs that are shown in this budget are for the General Fund share of the total insurance costs. The balance of the amounts owed by the Town are paid by the Water/Sewer Department, the Municipal Light Department, the Recreation Revolving Funds (Recreation programs as well as the After School Program), the Solid Waste, 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. FY17 budget has been level funded.
- The premium costs for the Property & Liability Insurance, as well as Workers' Compensation, are allocated across these additional funds: Recreation Programs, 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. Only the General Fund portions are included in this budget.

Department	Health	Life	Medicare	Property & Liability
Light	285,000	1,400	23,500	50,000
Water/Sewer	80,000	420	9,000	25,000
Solid Waste	7,300	23	300	0
Inspections	32,000	100	2,900	0
Recreation	7,500	0	0	5,000
After School	20,000	76	8,000	2,500
Cable	20,000	38	1,300	1,250
General Fund	1,400,000	16,000	115,000	160,000
Total	1,851,800	18,057	160,000	243,750

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
23,135	37,498	46,620	50,000	54,899	5171 Workers Compensation Policy	55,000	55,000
81,577	82,543	94,785	95,000	105,000	5173 Town Medicare	115,000	115,000
5,611	12,998	12,612	16,000	14,000	5174 Life Insurance	16,000	16,000
1,136,460	1,112,747	1,151,039	1,300,000	1,250,000	5175 Health Insurance	1,425,000	1,425,000
0	31,802	14,057	15,000	15,000	5740 Unemployment Insurance Pay As You Go	15,000	15,000
141,531	145,019	155,589	160,000	138,649	5741 Property/General Liability	160,000	160,000
28,460	32,291	35,040	40,000	36,302	5742 Police Insurance Policy	40,000	40,000
28,460	32,291	35,040	40,000	36,302	5743 Fire Insurance Policy	40,000	40,000
1,026	1,026	1,120	1,200	1,000	5744 Official Bonds	1,200	1,200
6,388	4,976	5,089	7,000	5,600	5746 Flexible Spending Account	7,000	7,000
1,452,648	1,493,191	1,550,991	1,724,200	1,656,752	*Total Expense*	1,874,200	1,874,200
1,452,648	1,493,191	1,550,991	1,724,200	1,656,752	*Total Budget*	1,874,200	1,874,200

RETIREMENT

The base retirement assessment is paid in part by the Municipal Light Department, the Water/Sewer Department, the Recreation Department (both Programs and After School), the Solid Waste, 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. This includes a specific assessment for the Holden Municipal Light Department. The budget request for this Program Description is for only the General Fund portion of the assessment. **Since FY10 the Town of Holden has taken advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a total savings of \$36,111.**

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$316,197	\$14,759	\$330,956
Water/Sewer	\$87,000	\$6,494	\$93,494
Recreation Programs	\$17,820		\$17,820
Recreation After School	\$18,700		\$18,700
Solid Waste	\$4,500		\$4,500
Inspections	\$22,500		\$22,500
Cable TV	\$13,750		\$13,750
General Fund	1,337,568	\$37,784	\$1,375,352
Total	\$1,818,035	\$59,037	\$1,877,072

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
931,617	1,063,564	1,189,289	1,283,500	1,279,798	5177	Retirement	1,375,352	1,375,352
931,617	1,063,564	1,189,289	1,283,500	1,279,798		*Total Expense*	1,375,352	1,375,352
931,617	1,063,564	1,189,289	1,283,500	1,279,798		*Total Budget*	1,375,352	1,375,352

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2017. As of June 30, 2015, the total long-term debt outstanding for the Town of Holden was \$34,230,262.98 of which \$15,184,689.06 is considered to be inside the debt limit, and \$19,045,573.92 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 EQV is \$1,988,050,400 and results in a debt limit of \$99,402,520.

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 \$1,732,788. The Debt Service for the Public Safety Building (less \$1,697 for an amortized bond premium) and the Municipal Pool (less a \$100,000 transfer from the Recreation Department) are 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 and a Bond Anticipation Note (BAN) in the amount of \$3,500,000 was issued for the initial construction costs. This was replaced by an additional BAN in the amount of \$10,500,000 in June of 2014 and a BAN in the amount of \$22,000,000 in June of 2015. We intend to permanently bond \$22,000,000 in June of 2016 to guard against a future increase in interest rates.

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

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Manager FY 2017
<i>EXEMPT DEBT</i>						
2,816,896	2,805,576	2,796,306	2,557,825	2,557,825	5921 DE School Building	2,555,950
0	34,903	78,531	230,000	437,556	5920 DE Mt. View BAN	0
0	0	0	0	0	N DE Mt. View	1,900,000
645,465	654,227	657,188	983,688	983,688	5929 DE Public Safety Building	988,362
0	0	0	221,450	221,450	5927 DE Pool	220,425
3,462,361	3,494,706	3,532,025	3,992,963	4,200,519	<i>sub-total</i>	5,664,737
<i>NON-EXEMPT DEBT</i>						
67,259	65,890	64,501	63,113	63,113	5931 Mountview Feasibility Study	60,000
41,000	0	0	0	0	5915 Quint Fire Truck	
3,873	3,873	3,873	3,804	3,804	5925 Septic Repair	3,804
71,871	71,871	71,871	72,014	72,014	5928 Connection Loan Debt	72,014
82,856	81,169	79,458	77,748	77,748	5950 Capital Plan Borrowing FY12	73,912
0	0	0	0	0	5950 Capital Plan Borrowing FY13	41,600
0	0	6,809	113,575	113,575	5950 Capital Plan Borrowing FY15	103,950
266,859	222,803	226,512	330,254	330,254	<i>sub-total</i>	355,280
<i>INFRASTRUCTURE INVESTMENT FUND</i>						
64,000	64,000	64,000	0	0	5919 A Underground Utilities	0
44,775	57,565	159,614	0	0	5923 A Additional IIF	0
50,000	50,000	50,000	0	0	5891 A Senior Center	0
75,000	75,000	75,000	0	0	5923 A Public Safety Building	0
50,000	50,000	50,000	0	0	5924 A Zottoli Purchase/Rec Fields	0
283,775	296,565	398,614	0	0	<i>sub-total</i>	0
4,012,995	4,014,074	4,157,151	4,323,217	4,530,773	*Total Expense*	6,020,017
4,012,995	4,014,074	4,157,151	4,323,217	4,530,773	*Total Budget*	6,020,017
<u>Infrastructure Investment Fund</u>						
216,053	219,449	222,889	0	0	Municipal Pool	0
325,000	325,000	325,000	0	0	Public Safety Building	
541,053	544,449	547,889	0	0	*Total*	0

General funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of approximately \$1,732,788 and by \$100,000 for funds transferred in from the Recreation Revolving for a net debt exclusion of an estimated \$3,826,052.

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

PLANNING AND DEVELOPMENT

In FY 2016 the Department of Growth Management was renamed the Department of Planning and Development. The Department includes Planning, Building Inspections, Conservation, Health, Zoning, Economic Development, Open Space, Affordable Housing, Historic District Commission, and Master Plan Implementation Committees. The professional staff provides technical support to these 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. Given that less than 5% of land area in Holden is available for development, many of the proposals reviewed by the Planning Board impact existing development and neighborhoods.

The Conservation Commission meets monthly and is responsible for the review and monitoring of construction or development activities near wetlands as regulated by the Wetlands Protection Act and the local Conservation Bylaw. Technical support is provided to this commission by the Director who also serves as the Conservation Agent. On site inspections, plan review, and the monitoring of work and protection measures and controls constitute a bulk of this commission's work. Given that almost 1/3 of Holden's land area is protected open space for water supply, conservation, or environmental management, it is not surprising many construction projects are required to be reviewed by the Conservation Commission for compliance with the Wetlands Protection Act, the Wetlands Bylaw and the Rivers Protection Act. Due to the increasingly complexity of environmental issues associated with the growing pace of development a much needed position for a part time Conservation Commission Agent has been created.

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 requirements, and private waste disposal systems and private water supplies. The Board of Health is also the lead agency with Fire and Police in emergency response for natural or community wide emergencies. In the broad area of public health, the health division is responsible for animal control and barn inspections, community planning for infectious diseases and immunization, swimming pool regulations, and tobacco products control and sale. The 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 76 public meetings in the course of one year. Depending upon complexity and legal requirements, additional meetings are often scheduled in order to provide a timely, but effective hearing and review for the applicant. For special purpose committees such as Economic Development, Open Space, Affordable Housing, and the Master Plan Implementation Committees meetings occur less frequently due to the broad community issues considered by these committees and the fact that these committees have no regulatory responsibilities.

Budget Highlights for Fiscal 2017

1. Holden continues to participate in the regional Board of Health programs which under the current scenario will provide expanded public health services to Holden's residents at a cost approximately equivalent to current expenditures. Currently, the Regional Board of Health, coordinated by the City of Worcester, provides public health service using a group of specialized inspectors to the towns of Holden, Shrewsbury, Milbury, Grafton, Leicester, and West Boylston.
2. The Department continues to expand upon an online filing program, hoping to streamline permitting throughout the Department. The Building Department has experienced a very successful transition into the electronic permitting process, a variety of upgrades are proposed for FY 2017.
3. The continued growth and environmental constraints experienced throughout the Town have warranted the hiring of a part time Conservation Agent, included in this budget. The inspections required to be conducted throughout various phases of construction by the Conservation Commission are proposed to be expanded and efficiency approved through the use of various Tablets and People Forms. Providing an automatic electronic record of inspections that can be easily shared with various permitting authorities in all departments.
4. The Barn/Animal Inspector is budgeted in Planning and Development FY 2017.

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
128,198	130,111	135,953	137,099	138,294	Salary & Wages	159,300	158,900
96,257	95,431	94,218	107,591	109,916	Operating Expense	126,044	122,744
224,455	225,542	230,171	244,690	248,210	*Total Budget*	285,344	281,644

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
						Director of Planning and Development	66,933	66,933
25,030	25,535	27,866	26,795	27,990	5110			
74,048	74,788	76,658	78,192	78,192	5111	Code Enforcement Officer	26,293	26,293
27,957	28,635	29,350	29,462	29,462	5112	Clerical	35,074	35,074
1,163	1,153	2,079	2,650	2,650	5122	Clerical Meetings	3,000	3,000
0	0	0	0	0	N 5119	Barn Inspection	2,000	1,600
0	0	0	0	0	N 5120	PT Conservation Agent	26,000	26,000
128,198	130,111	135,953	137,099	138,294		*Total Salary & Wages*	159,300	158,900
4	4	4	4	3		# Personnel F/T	3	3
0	0	0	0	1		# Personnel P/T	2	2
5,576	6,766	6,766	6,000	6,800	5298	Wachusett Recycling Center	10,500	10,500
1,499	1,500	1,500	1,500	1,500	5299	Greenway Task Force	1,500	1,500
1,540	1,818	1,517	1,000	1,000	5301	Advertising	1,800	1,800
0	1,750	2,535	2,500	2,500	5303	Consulting Services	2,600	2,600
1,500	959	0	2,500	2,500	5311	Software Purchase	12,000	6,000
976	724	609	650	825	5340	Cell Phones	1,000	1,000
1,825	2,272	3,359	3,100	3,100	5343	Postage	3,500	3,500
3,302	3,028	2,610	2,500	2,500	5421	Office Supplies	4,500	4,500
974	285	429	1,500	1,500	5509	Train/Educ/Programs	1,500	1,500
0	0	0	200	200	5510	Technical Ref Books	200	200
1,000	0	0	1,500	2,000	5582	Non Capital Equipment	2,000	2,000
0	0	168	1,250	2,500	5711	Mileage Reimbursement	2,500	2,500
4,179	4,283	4,390	5,400	4,800	5730	CMRPC Dues	4,800	4,800
866	979	909	1,300	1,500	5731	Association Dues	1,500	1,500
37	40	42	100	100	5732	Publications	100	100
300	0	0	300	300	5733	Expense of Meetings	300	300
5,935	3,047	899	3,500	3,500	5791	Economic Development	3,500	3,500
66,000	67,980	67,980	71,791	71,791	5793	Board of Health Regionalization	71,244	73,944
748	0	505	1,000	1,000	5794	Hardware Purchase	1,000	1,000
96,257	95,431	94,218	107,591	109,916		*Total Expenses*	126,044	122,744
224,455	225,542	230,171	244,690	248,210		*Total Budget*	285,344	281,644

SEALER WEIGHTS & MEASURES

The Sealer of Weights & Measures budget has been 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 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
2,500	2,500	2,500	3,000	3,000	Salary & Wages	4,000	4,000
733	1,307	681	1,050	1,050	Operating Expense	1,050	1,050
3,233	3,807	3,181	4,050	4,050	*Total Budget*	5,050	5,050

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
2,500	2,500	2,500	3,000	3,000	5120 Sealer Wgths/Measures	4,000	4,000
2,500	2,500	2,500	3,000	3,000	*Total Salary & Wages*	4,000	4,000

0	0	0	0	0	# Personnel F/T	0	0
1	1	1	1	1	# Personnel P/T	1	1

273	982	311	500	500	5582 Supplies	500	500
250	250	250	300	300	5710 Car Allowance	300	300
210	75	120	250	250	5731 Association Dues/Ed	250	250
733	1,307	681	1,050	1,050	*Total Expense*	1,050	1,050
3,233	3,807	3,181	4,050	4,050	*Total Budget*	5,050	5,050

TOWN OF HOLDEN

FY 2017 BUDGET

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Request FY 2017	Manager FY 2017
PUBLIC SAFETY							
Police Department	2,082,286	2,125,294	2,153,194	2,068,278	2,050,532	2,270,600	2,260,100
Dispatch	0	0	0	402,801	405,129	498,218	478,246
Animal Control	60,164	56,250	57,160	63,851	68,152	68,899	68,649
Fire Department	988,376	1,076,799	1,133,988	1,161,856	1,177,830	1,503,073	1,356,396
EMS	839,615	811,525	853,043	876,847	912,793	936,495	888,926
Emergency Management	20,011	11,314	10,594	75,219	77,511	94,372	89,372
Public Safety Building	173,165	190,913	208,392	235,500	235,500	235,500	235,500
TOTAL	4,163,617	4,272,095	4,416,371	4,884,352	4,927,447	5,607,157	5,377,189

POLICE DEPARTMENT

ADMINISTRATION

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

CRIME PREVENTION

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

INVESTIGATION

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

POLICE DEPARTMENT

TRAFFIC DIVISION

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

COMMUNITY POLICING

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
1,849,641	1,911,805	1,963,357	1,847,278	1,825,532	Salary & Wages	2,040,100	2,040,100
198,572	213,489	189,837	221,000	225,000	Operating Expense	230,500	220,000
34,073	0	0	0	0	Capital Outlay	0	0
2,082,286	2,125,294	2,153,194	2,068,278	2,050,532	*Total Budget*	2,270,600	2,260,100

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
105,104	127,981	105,796	105,999	108,153	5110 Chief of Police	114,294	114,294
82,345	83,315	75,995	57,803	58,959	5111 Admin Labor	63,027	63,027
36,452	38,440	39,408	39,560	40,348	5112 Admin Clerical	40,998	40,998
6,806	4,678	3,287	10,000	10,000	5113 Community Policing	10,000	10,000
282,159	407,115	364,479	498,377	508,556	5114 Crime Labor	531,310	531,310
65,499	51,040	176,447	204,304	198,167	5115 Invest Detectives	214,347	214,347
381,946	472,525	353,866	424,109	399,933	5116 Highway Patrolmen	434,036	434,036
400,743	228,271	341,198	0	0	5117 Dispatchers	0	0
54,527	57,243	76,949	35,000	35,000	5119 Part Time Officers	35,000	35,000
0	0	0	0	0	N New Officers (2)	114,888	114,888
36,712	42,509	52,143	54,909	57,029	5121 School Resource Officer	61,812	61,812
48,780	49,706	52,987	54,882	55,979	5122 PD Administrator	56,881	56,881
14,649	4,360	9,494	10,000	10,000	5132 Admin Special Details	10,000	10,000
29,896	32,483	13,645	35,750	35,750	5134 Court Overtime	35,750	35,750
40,721	46,404	18,770	40,000	40,000	5135 O T Misc & Training	40,000	40,000
30,170	38,207	41,518	40,000	40,000	5136 Highway OT Det/Invest	40,000	40,000
4,998	5,000	4,000	5,000	5,000	5140 Performance Bonus	5,000	5,000
6,866	0	0	0	0	5141 Injured on Duty	0	0
2,150	1,075	1,000	1,075	1,075	5143 Physical Fitness	1,075	1,075
1,500	1,500	12,017	12,000	12,000	5144 Education	12,000	12,000
8,531	8,885	7,860	15,000	15,000	5147 Support Shift Differential	15,000	15,000
4,042	4,200	5,990	5,000	5,500	5148 Holiday Pay	6,500	6,500
205,045	206,868	206,508	198,510	189,083	5160 Education Stipend	198,182	198,182
1,849,641	1,911,805	1,963,357	1,847,278	1,825,532	*Total Salary & Wages*	2,040,100	2,040,100

26	27	30	23	23	# Personnel F/T	25	25
12	12	12	6	3	# Personnel P/T	3	3

883	590	750	0	0	5212 Utilities	0	0
0	800	0	0	0	5214 Fuel	0	0
167	0	0	0	0	5231 Water/Sewer	0	0
35,731	37,097	40,387	40,000	40,000	5242 Equipment Maintenance	40,000	40,000

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
730	2,106	1,904	5,000	5,000	5244 Radio Maintenance	7,000	7,000
23	0	0	0	0	5248 Generator Maintenance	0	0
150	0	450	2,000	2,000	5304 Physicals	2,000	2,000
11,852	12,033	13,182	13,000	13,000	5340 Pager/Cell Phone	13,500	13,500
2,694	2,691	2,692	0	0	5342 Radio Lines	0	0
1,972	1,026	1,033	2,000	2,000	5343 Postage	2,000	2,000
51,630	45,181	32,107	55,000	55,000	5410 Petro Products	55,000	49,500
5,750	6,656	5,731	6,000	6,000	5421 Office Supplies	6,000	6,000
2,409	5,154	5,499	2,000	2,000	5430 Building Maintenance	2,000	2,000
23,015	32,137	18,057	25,000	25,000	5480 Vehicle Maintenance	25,000	25,000
406	204	491	500	500	5490 Prisoner Food	500	500
14,820	14,677	7,904	15,000	15,000	5509 Training & Education	25,000	20,000
80	1,557	260	750	750	5510 Safety Programs	750	750
29,680	27,502	25,643	40,000	44,000	5581 Uniforms	44,000	44,000
0	1,892	681	1,000	1,000	5582 Office Equipment	1,000	1,000
1,475	486	770	1,000	1,000	5584 Defib Equipment	1,000	1,000
3,713	2,293	2,053	2,500	2,500	5731 Association Dues	2,500	2,500
192	1,749	0	1,500	1,500	5732 General Laws	1,500	1,500
151	402	243	750	750	5733 Expense of Meetings	750	750
0	0	0	500	500	5787 Lockup Fees	500	500
11,049	17,256	30,000	0	0	5788 Traffic Lines	0	0
0	0	0	500	500	5789 Traffic Signs	500	500
		0	7,000	7,000	5840 C Sidearms Replacement	0	0
34,073	0	0	0	0	5840 C Police Vehicle	0	0
232,645	213,489	189,837	221,000	225,000	*Total Expense*	230,500	220,000
2,082,286	2,125,294	2,153,194	2,068,278	2,050,532	*Total Budget*	2,270,600	2,260,100

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.

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
0	0	0	387,301	389,629	Salary & Wages	477,718	457,746
0	0	0	15,500	15,500	Operating Expense	20,500	20,500
0	0	0	402,801	405,129	*Total Budget*	498,218	478,246

Actual FY 2013	Actual FY 2014	Actual FY 2014	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
0	0	0	24,773	25,268	5111 Adm Labor	27,011	27,011
						79,888	59,916
0	0	0	292,528	294,361	5117 Dispatchers	300,819	300,819
0	0	0	30,000	30,000	5119 PT Dispatchers	30,000	30,000
0	0	0	40,000	40,000	5135 N OT Misc & Training	40,000	40,000
0	0	0	387,301	389,629	*Total Salary & Wages*	477,718	457,746

0	0	0	7	7	# Personnel F/T	9	8.5
0	0	0	4	9	# Personnel P/T	9	9
0	0	0	5,000	5,000	5243 Software Support (IMC)	6,000	6,000
0	0	0	3,500	3,500	5342 Radio Lines	3,500	3,500
0	0	0	1,500	1,500	5421 N Office Supplies	1,500	1,500
0	0	0	2,500	2,500	5509 N Training & Education	5,000	5,000
0	0	0	3,000	3,000	5581 N Uniforms	4,500	4,500
0	0	0	15,500	15,500	*Total Expense*	20,500	20,500
0	0	0	402,801	405,129	*Total Budget*	498,218	478,246

ANIMAL CONTROL

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

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

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
51,446	47,420	50,440	52,951	57,302	Salary & Wages	58,049	58,049
8,718	8,830	6,720	10,900	10,850	Operating Expense	10,850	10,600
60,164	56,250	57,160	63,851	68,152	*Total Budget*	68,899	68,649

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
40,791	43,011	45,849	46,951	47,894	5113 Animal Control Officer	48,672	48,672
8,373	3,391	3,091	5,000	7,908	5114 Call Outs	7,877	7,877
2,282	1,018	1,500	1,000	1,500	5132 Overtime	1,500	1,500
51,446	47,420	50,440	52,951	57,302	*Total Salary & Wages*	58,049	58,049

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

0	0	0	200	200	5244 Radio Maintenance	200	200
524	600	909	900	900	5343 Postage	900	900
3,168	2,144	2,113	3,000	3,000	5382 Dog Expense	3,000	3,000
3,404	2,859	1,642	2,500	2,500	5410 Petro	2,500	2,250
0	2,210	906	2,000	2,000	5480 Vehicle Maintenance	2,000	2,000
477	0	108	500	500	5510 Education	500	500
941	793	921	800	1,000	5581 Uniforms	1,000	1,000
79	99	71	750	500	5582 Equipment	500	500
125	125	50	250	250	5731 Association Dues	250	250
8,718	8,830	6,720	10,900	10,850	*Town Expense*	10,850	10,600
60,164	56,250	57,160	63,851	68,152	*Total Budget*	68,899	68,649

FIRE OPERATIONS

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

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

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

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

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

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. In FY2016 the department began hosting a regional Technical Rescue trailer and joined 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.

FIRE OPERATIONS

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

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

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. A number of our members are also training to be Tech-Rescue (Technical Rescue) certified. Following the Paquette incident in July of 2012 we have put a priority on technical rescue training and capabilities.

SUPPORT SERVICES – The Fire Department administration staff work closely with the Chiefs to provide administrative support for all divisions in the department. This includes maintaining all personnel records, injured on duty claims, and benefit time tracking for 48 paid employees which includes fulltime/on-call members, administration staff, and recruit members and 50 volunteer members including fire auxiliary members, the CERT team members and Fire Explorers, for a total of 98 department members.

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

The Administrative staff works closely with the department's ambulance billing contractor to get as much revenue as possible. 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.

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
841,333	935,844	1,007,481	1,023,056	1,041,780	Salary & Wages	1,366,523	1,228,396
136,580	135,509	116,007	133,800	131,050	Operating Expense	131,550	123,000
10,463	5,446	10,500	5,000	5,000	Capital Outlay	5,000	5,000
988,376	1,076,799	1,133,988	1,161,856	1,177,830	*Total Budget*	1,503,073	1,356,396

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
105,104	110,400	117,688	117,688	120,043	5110 Chief	121,976	121,976
97,231	84,519	87,237	87,238	88,983	5111 Assistant Chief	90,416	90,416
30,051	39,920	40,925	41,082	41,907	5112 Clerical	42,588	42,588
345,176	390,484	418,866	436,669	436,669	5113 Firefighters Full Time	447,931	475,101
0	0	24,597	0	0	5115 N New Firefighters (4)	255,425	114,128
6,326	6,402	6,562	6,562	4,483	5117 Deputy Chiefs	3,400	3,400
93,185	144,128	135,585	165,640	165,640	5118 Call Firefighters	203,640	203,640
9,733	0	0	0	0	5119 Clerical Part Time	0	0
84,898	79,997	99,655	80,000	100,000	5132 Overtime	100,000	80,000
14,830	15,105	13,615	15,220	9,500	5133 Weekend Coverage	15,220	15,220
6,386	14,500	2,013	7,500	7,500	5141 IOD	7,500	7,500
998	487	770	500	500	5147 Shift Lead Pay	500	500
47,415	49,902	55,676	60,357	61,955	5148 Holiday Pay	61,827	61,827
0	0	4,292	4,600	4,600	5160 Education Stipends	6,100	6,100
0	0	0	0	0	N Residency Stipends	10,000	6,000
841,333	935,844	1,007,481	1,023,056	1,041,780	*Total Salary & Wages*	1,366,523	1,228,396

10	10	11	11	10	# Personnel F/T	14	12
2	2	0	0	0	# Personnel P/T	0	0
41	41	50	50	32	# Personnel On-Call	32	32

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
3,504	3,654	4,235	4,000	4,000	5212 Utilities	4,000	4,000
1,674	1,355	1,401	1,500	1,500	5231 Water/Sewer	1,500	1,500
2,653	5,285	6,589	6,000	6,000	5244 Radio Maintenance	6,000	6,000
2,031	2,027	2,031	2,100	2,100	5249 Radio Alarm System	2,100	2,100
3,854	4,303	3,364	4,600	4,600	5340 Cell Phone/Pagers	4,600	4,600
19,432	18,407	13,192	20,000	20,000	5410 Petro Products	20,000	18,000
4,843	5,238	4,632	4,500	4,500	5421 Office Supplies	4,500	4,500
2,860	5,084	3,684	5,500	7,000	5430 Building Maintenance	7,500	7,500
23,224	27,345	19,831	25,000	25,000	5480 Vehicle Maintenance	25,000	25,000
990	136	196	1,000	1,000	5490 Emergency Food	1,000	1,000
1,060	2,605	805	2,000	2,000	5500 Medical/Physicals	2,000	2,000
15,753	10,224	9,214	9,000	9,000	5510 Train/Education/Programs	9,000	9,000
7,796	5,706	7,833	8,000	3,000	5512 Call Firefighter Retention	3,000	3,000
17,699	14,040	12,549	9,000	9,000	5581 Uniforms	9,000	9,000
0	0	0	3,500	4,250	5581 Uniform Allowance	4,250	4,250
17,025	20,756	16,691	13,400	13,400	5582 Equipment/Hose	13,400	9,000
952	474	430	500	500	5711 Mileage Reimbursement	500	500
2,781	2,301	2,089	3,000	3,000	5720 Out of State Travel	3,000	850
8,449	6,569	7,241	11,200	11,200	5783 Licenses and Fees	11,200	11,200
10,463	5,446	10,500	5,000	5,000	5870 C Radio/Pager Purchase	5,000	5,000
147,043	140,955	126,507	138,800	136,050	*Total Expenses*	136,550	128,000
988,376	1,076,799	1,133,988	1,161,856	1,177,830	*Total Budget*	1,503,073	1,356,396

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 personnel.

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

DEPARTMENT EMS	FUNCTION Emergency Medical Services	FUNCTION CODE 01-231
DEPARTMENT HEAD John Chandler III	PREPARED BY John Chandler III	

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
709,296	669,678	715,496	731,847	762,293	Salary & Wages	780,495	734,526
130,319	141,847	137,547	145,000	150,500	Operating Expense	156,000	154,400
839,615	811,525	853,043	876,847	912,793	*Total Budget*	936,495	888,926

TOWN OF HOLDEN

FY 2017 BUDGET

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
52,767	58,636	60,864	64,704	64,704	5111	EMS Coordinator	65,818	65,818
14,251	25,618	27,385	32,320	32,320	5112	Clerical	35,000	29,031
453,883	442,174	479,008	502,323	492,769	5113	Firefighters	507,177	507,177
36,345	11,320	0	15,000	15,000	5114	Paramedics (Per Diem)	15,000	15,000
4,335	3,690	2,163	15,000	15,000	5118	Call Firefighters	15,000	15,000
145,465	126,740	143,576	100,000	140,000	5132	Overtime	140,000	100,000
2,250	1,500	2,500	2,500	2,500	5140	EMS Coordinator Stipend	2,500	2,500
709,296	669,678	715,496	731,847	762,293		*Total Salary & Wages*	780,495	734,526
9	10	10	10	8		# Personnel F/T	8	8
2	0	0	0	1		# Personnel P/T	1	1
7	3	3	3	1		# On-Call/Per Diem	1	1
6,190	6,087	10,025	10,000	10,000	5244	Equipment Maintenance	10,000	10,000
1,480	1,627	1,305	1,500	1,500	5340	Cell Phones/Pagers	1,500	1,500
13,792	14,278	10,998	16,000	16,000	5410	Petro Products	16,000	14,400
193	414	350	500	500	5421	Office Supplies	500	500
7,435	7,314	14,829	11,000	11,000	5480	Vehicle Maintenance	11,000	11,000
4,644	3,303	1,885	4,000	6,000	5510	Train/Education/Programs	6,000	6,000
10,022	11,844	14,882	10,000	10,000	5581	Uniforms	10,000	10,000
0	0	0	4,500	4,500	5581	Uniform Allowance	4,500	4,500
36,305	46,911	32,018	40,000	40,000	5584	Medical Supplies/Equip.	40,000	40,000
15,917	16,457	16,000	16,000	16,000	5783	Licenses and Fees	19,000	19,000
34,341	33,612	35,255	31,500	35,000	5784	Billing Contractor	37,500	37,500
130,319	141,847	137,547	145,000	150,500		*Total Expenses*	156,000	154,400
839,615	811,525	853,043	876,847	912,793		*Total Budget*	936,495	888,926

EMERGENCY MANAGEMENT

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

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

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

In FY 2016 our new Emergency Management Coordinator, Chris Montiverdi, began working on the next steps of Town preparedness including a School Response Plan 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.

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
14,679	5,000	5,000	66,899	69,191	Salary & Wages	72,052	72,052
5,332	6,314	5,594	8,320	8,320	Operating Expense	22,320	17,320
20,011	11,314	10,594	75,219	77,511	*Total Budget*	94,372	89,372

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
9,679	0	0	0		5112 Clerical		0
		0	61,899	61,899	5115 EM Coordinator	64,552	64,552
5,000	5,000	5,000	5,000	7,292	5120 Stipend	7,500	7,500
14,679	5,000	5,000	66,899	69,191	*Total Salary & Wages*	72,052	72,052

0	0	0	1	1	# Personnel F/T	1	1
1	0	0	0	0	# Personnel P/T	0	0

669	0	0	0		5421 Office Supplies	0	0
105	772	780	1,320	1,320	5430 Cell Phone	1,320	1,320
457	35	512	2,000	2,000	5510 Training	4,000	4,000
4,101	5,507	4,302	5,000	5,000	5582 Emergency Supplies	17,000	12,000
5,332	6,314	5,594	8,320	8,320	*Total Expense*	22,320	17,320
20,011	11,314	10,594	75,219	77,511	*Total Budget*	94,372	89,372

PUBLIC SAFETY BUILDING

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

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

The oversight of the building is done by the fire and police chiefs. 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 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
0	0	0	0	0	Salary & Wages	0	0
173,165	190,913	208,392	235,500	235,500	Operating Expense	235,500	235,500
173,165	190,913	208,392	235,500	235,500	*Total Budget*	235,500	235,500

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
57,047	62,609	69,014	64,500	64,500	5212 PSB Utilities	64,500	64,500
5,134	6,012	9,895	6,000	6,000	5214 PSB Fuel	6,000	6,000
8,757	8,467	9,209	11,000	11,000	5231 PSB Water Sewer	11,000	11,000
62,853	37,599	51,730	75,000	75,000	5242 PSB Mechanical & Maint	75,000	75,000
0	30,245	29,917	31,000	31,000	5242 Maint. Contracts	31,000	31,000
1,063	3,110	180	0	0	5248 Generator Maintenance	0	0
33,064	32,714	32,831	35,000	35,000	5430 PSB Cleaning	35,000	35,000
5,247	10,157	5,616	13,000	13,000	5450 PSB Cleaning Supplies	13,000	13,000
173,165	190,913	208,392	235,500	235,500	*Total Expenses*	235,500	235,500
173,165	190,913	208,392	235,500	235,500	*Total Budget*	235,500	235,500

TOWN OF HOLDEN

FY 2017 BUDGET

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Request FY 2017	Manager FY 2017
PUBLIC WORKS							
Administration	159,158	167,131	179,813	176,514	185,005	190,124	190,014
Engineering	299,365	153,282	199,111	298,155	284,438	309,503	309,328
Highway Division	1,271,148	1,293,223	1,346,841	1,385,244	1,282,071	1,389,094	1,378,894
Mechanics Division	183,127	186,340	189,352	190,802	199,722	205,626	205,366
Buildings/Grounds	639,367	685,845	671,810	684,210	675,003	776,199	765,844
Garage Division	48,769	42,791	44,895	49,500	49,000	49,200	41,200
TOTAL	2,600,934	2,528,612	2,631,822	2,784,425	2,675,239	2,919,746	2,890,646

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: 118-miles of roads; guard rails and street signs; 56-miles of sidewalks (of which 20-miles are snowplowed); bridges; storm water infrastructure, including over 2,000 catch basins/manholes, culverts and outfalls; winter snow & ice operations; cemeteries, parks and playgrounds; town-owned buildings (four of which are historic); town landfill; and program management necessary to provide safe and reliable transportation systems for each of our public safety operations, residents, businesses, and visitors.

The DPW (General Fund) consists of a talented group of twenty-five (25) professionals who include the following: Director of Public Works, Senior Civil Engineer, Civil Engineer II, Office Manager, Senior Clerk, Superintendent of Operations, Highway Foreman, Buildings & Grounds Foreman, Mechanics Foreman, two (2) Mechanics, six (6) Equipment Operators III, five (5) Equipment Operators II, two (2) Laborers, and one (1) Custodian.

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 and processes all department payroll, personnel forms, accounts and town-wide municipal fuel-use records. Administrative staff also manages the everyday functions and processing of cemetery deeds, records and the sale of cemetery lots.

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

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

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

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
99,462	104,466	111,360	108,809	115,424	5110	DPW Director	117,282	117,282
53,012	53,835	56,585	58,855	60,031	5112	Clerical	63,442	63,442
152,474	158,301	167,945	167,664	175,455		*Total Salary & Wages*	180,724	180,724
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	0	0		# Personnel P/T	0	0
165	55	50	300	100	5244	Radio Maintenance	100	100
609	780	653	625	625	5340	Pagers/Cell Phone	625	625
244	221	436	300	300	5343	Postage	300	300
1,367	1,240	953	1,300	1,000	5410	Petro Products	1,100	990
2,007	2,652	5,149	2,600	2,600	5421	Office Supplies	3,500	3,500
383	144	476	400	1,500	5422	Printing	500	500
947	58	2,508	1,000	1,000	5480	Vehicle Maintenance	1,000	1,000
0	223	74	225	225	5584	Safety Wear	75	75
775	1,498	1,373	1,500	1,600	5731	Association Dues	1,600	1,600
0	0	0	100	100	5732	Books & Periodicals	100	100
187	1,959	196	500	500	5733	Expense of Meetings	500	500
6,684	8,830	11,868	8,850	9,550		*Total Expenses*	9,400	9,290
159,158	167,131	179,813	176,514	185,005		*Total Budget*	190,124	190,014

Engineering

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

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

TOWN OF HOLDEN

FY 2017 BUDGET

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

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
123,358	135,320	141,497	144,405	130,588	Salary & Wages	157,653	157,653
176,007	17,962	57,614	153,750	153,850	Operating Expense	151,850	151,675
299,365	153,282	199,111	298,155	284,438	*Total Budget*	309,503	309,328

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
123,358	135,320	141,497	144,405	130,588	5111 Engineers	146,773	146,773
			0		N Engineer Intern	10,880	10,880
123,358	135,320	141,497	144,405	130,588	*Total Salary & Wages*	157,653	157,653
2	2	2	3	2	# Personnel F/T	2	2
0	0	0	0	0	# Personnel P/T Intern	1	1

117,301	0	32,570	70,000	70,000	5299	Post Closure Monitoring	70,000	70,000
3,389	3,800	10,000	10,000	10,000	5303	Consulting Services	10,000	10,000
5,244	2,112	998	2,500	2,500	5306	Design Software	2,500	2,500
0	0	4,033	15,000	15,000	5311	GIS	15,000	15,000
642	573	835	1,150	1,400	5340	Pagers/Cell Phones	1,500	1,500
136	235	756	500	500	5343	Postage	500	500
1,469	1,952	1,379	1,750	1,600	5410	Petro Products	1,750	1,575
46	1,702	259	1,500	1,500	5480	Vehicle Maintenance	1,500	1,500
2,107	3,183	1,828	2,700	2,700	5582	Equip/Supplies	2,700	2,700
0	398	99	650	650	5584	Safety Wear	200	200
345	0	402	100	100	5710	Car Allowance/Mileage	200	200
418	217	75	500	500	5731	Association Dues	500	500
44,750	3,304	4,000	45,000	45,000	5732	Storm Water NPDES Permit	45,000	45,000
160	486	380	2,400	2,400	5733	Expense of Meetings	500	500
176,007	17,962	57,614	153,750	153,850		*Total Expenses*	151,850	151,675
299,365	153,282	199,111	298,155	284,438		*Total Budget*	309,503	309,328

Highway

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

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

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

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

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
476,455	479,805	511,955	501,744	516,371	Salary & Wages	499,094	499,094
281,518	284,824	298,012	383,500	365,700	Operating Expense	390,000	379,800
513,175	528,594	536,874	500,000	400,000	Snow Removal	500,000	500,000
1,271,148	1,293,223	1,346,841	1,385,244	1,282,071	*Total Budget*	1,389,094	1,378,894

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2016	Manager FY 2016
79,551	83,554	87,237	87,238	91,425	5111	Supervisor	79,218	79,218
363,078	373,932	395,756	381,506	389,696	5116	Labor	382,826	382,826
3,880	5,220	5,320	5,200	6,000	5118	Seasonal Labor	6,400	6,400
13,497	8,343	8,366	15,000	15,000	5132	Overtime	15,000	15,000
6,090	3,244	9,754	6,000	9,500	5140	Police Details	10,000	10,000
283	112	122	500	250	5142	Out of Class	250	250
10,076	5,400	5,400	6,300	4,500	5143	Incentive Pay/Bonus	5,400	5,400
476,455	479,805	511,955	501,744	516,371		*Total Salary & Wages*	499,094	499,094
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	108,142	110,000	110,000	5211	Light Power/Street Lights	110,000	110,000
2,000	2,350	7,825	5,500	5,500	5271	Leased Equipment	8,000	6,000
3,459	3,558	3,185	3,500	3,500	5340	Pagers/Cell Phones	3,500	3,500
12,163	13,694	10,663	12,000	10,500	5410	Petro Products	12,000	10,800
20,875	19,982	12,796	21,000	15,000	5411	Diesel Fuel	20,000	18,000
74,497	63,757	79,305	72,000	72,000	5480	Vehicle Maintenance	75,000	75,000
5,291	6,449	4,198	7,000	7,000	5531	Stock	7,000	7,000
1,586	2,104	2,098	2,000	3,500	5532	Tools	2,000	2,000
11,609	19,712	22,800	22,000	22,000	5537	Miscellaneous Drainage	25,000	25,000
20,952	21,055	22,985	35,000	32,000	5538	Road/Patch	32,000	32,000
3,715	6,368	3,549	6,000	6,000	5541	Street Sweeper	6,000	6,000
5,250	2,344	2,171	2,500	2,200	5581	Uniforms	3,000	3,000
0	3,578	4,108	3,500	4,000	5584	Safety Wear	3,500	3,500
1,325	1,445	2,285	1,500	2,500	5783	Licenses	3,000	3,000
0	0	0	65,000	60,000	5788	Line Painting	65,000	65,000
10,796	10,428	11,902	15,000	10,000	5789	Signs	15,000	10,000
513,175	528,594	536,874	500,000	400,000	5890	Snow Removal	500,000	500,000
794,693	813,418	834,886	883,500	765,700		*Total Expenses*	890,000	879,800
1,271,148	1,293,223	1,346,841	1,385,244	1,282,071		*Total Budget*	1,389,094	1,378,894

Mechanics Division

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
161,781	168,194	171,156	172,782	181,422	Salary & Wages	186,526	186,526
21,346	18,146	18,196	18,020	18,300	Operating Expense	19,100	18,840
183,127	186,340	189,352	190,802	199,722	*Total Budget*	205,626	205,366
17,000	17,000	17,000	17,000	17,000	Indirects Included:		
40,000	40,000	40,000	40,000	40,000	HMLD Charge	14,000	14,000
57,000	57,000	57,000	57,000	57,000	Water Sewer Enterprise	35,000	35,000
					Indirects	49,000	49,000

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
161,318	163,824	167,917	168,562	177,072	5116	Equipment Mechanics	182,301	182,301
277	1,483	366	1,320	1,300	5132	Overtime	1,300	1,300
186	187	173	200	350	5142	Working Out of Class	225	225
0	2,700	2,700	2,700	2,700	5143	Incentive Plan	2,700	2,700
161,781	168,194	171,156	172,782	181,422		*Total Salary & Wages*	186,526	186,526
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
912	899	990	920	1,100	5340	Pagers/Cell Phones	1,200	1,200
5,976	2,156	1,780	1,700	1,500	5410	Petro Products	1,700	1,530
0	971	471	1,000	600	5411	Diesel	900	810
3,534	2,270	1,953	3,000	3,000	5480	Vehicle Maintenance	3,000	3,000
6,991	8,021	9,210	7,500	8,000	5532	Mechanic Tools	8,000	8,000
3,035	1,803	1,407	1,800	1,500	5581	Uniforms	1,800	1,800
0	1,322	1,260	1,300	1,300	5584	Safety Wear	1,200	1,200
898	704	1,125	800	1,300	5783	Licenses	1,300	1,300
21,346	18,146	18,196	18,020	18,300		*Total Expenses*	19,100	18,840
183,127	186,340	189,352	190,802	199,722		*Total Budget*	205,626	205,366

Buildings & Grounds

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

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
403,858	414,063	406,807	412,760	412,903		Salary & Wages	491,999	450,844
235,509	271,782	265,003	271,450	262,100		Operating Expense	284,200	315,000
639,367	685,845	671,810	684,210	675,003		*Total Budget*	776,199	765,844
25,000	25,000	25,000	25,000	25,000	4271	Indirects Included: Recreation charges	28,000	28,000
25,000	25,000	25,000	25,000	25,000		Indirects	28,000	28,000

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
349,016	353,668	353,658	356,660	356,303	5116	Labor	371,444	371,444
0	0	0	0	0		N New Equipment Operator	41,155	0
14,378	9,968	15,891	5,000	5,000	5119	PT Temp Facility Manager	5,000	5,000
16,893	20,148	4,000	20,500	20,500	5118	Seasonal Labor	21,000	21,000
22,495	25,027	28,054	25,000	26,000	5132	Overtime	25,000	25,000
0	0	0	0	0		Compost Operation	22,000	22,000
215	152	104	500	500	5142	Out of Class	500	500
861	5,100	5,100	5,100	4,600	5143	Incentive Plan	5,900	5,900
403,858	414,063	406,807	412,760	412,903		*Total Salary & Wages*	491,999	450,844
8	8	8	8	8		# Personnel F/T	9	8
1	1	1	1	0		# Personnel P/T Temporary	0	0
3	3	3	3	3		# Seasonal	3	3
28,930	26,833	28,004	30,000	28,000	5212	Utilities	28,500	28,500
33,815	24,745	27,438	24,000	25,000	5214	Fuel	26,000	26,000
18,448	19,646	12,111	20,500	15,000	5231	Water/Sewer	19,000	19,000
1,761	2,288	1,978	4,500	4,000	5242	Equipment Repair	4,000	4,000
7,056	7,056	7,280	10,000	8,000	5247	Elevator Maintenance	10,000	8,000
12,071	11,548	5,986	6,000	6,000	5249	Alarm Monitor	7,000	7,000
3,032	2,731	2,875	3,100	2,800	5340	Pagers/Cell Phone	3,700	3,700
30,559	33,010	33,790	30,000	33,000	5341	Telephone	35,000	35,000
22,069	11,247	8,096	10,000	8,000	5410	Petro Products	10,000	9,000
0	13,807	11,933	13,000	11,000	5411	Diesel Fuel	12,000	10,800
752	616	716	600	650	5421	Office Supplies	650	650
17,223	37,324	47,712	42,000	45,000	5430	Building Maintenance	45,000	83,500
10,606	12,743	12,033	12,000	13,000	5450	Building Supplies	13,000	13,000
14,354	19,657	27,859	22,000	22,000	5460	Parks Maintenance	25,000	22,000
7,251	11,420	8,472	11,000	9,000	5462	Grave Maintenance	12,000	12,000
19,687	26,214	20,318	20,000	20,000	5480	Vehicle Maintenance	20,000	20,000
2,309	3,469	1,370	3,500	3,500	5532	Tools	3,500	3,500
4,786	2,655	2,292	3,000	2,300	5581	Uniforms	3,500	3,000
0	3,473	3,107	3,800	3,800	5584	Safety Wear	3,500	3,500
117	100	100	350	350	5731	Association Dues	350	350
683	1,200	1,533	2,100	1,700	5783	Licenses	2,500	2,500
235,509	271,782	265,003	271,450	262,100		*Total Expenses*	284,200	315,000
639,367	685,845	671,810	684,210	675,003		*Total Budget*	776,199	765,844

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
48,769	42,791	44,895	49,500	49,000	Operating Expense	49,200	41,200
48,769	42,791	44,895	49,500	49,000	*Total Budget*	49,200	41,200

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
10,997	10,847	11,296	11,500	11,200	5212 Utilities	11,200	11,200
12,326	13,657	15,269	14,000	14,000	5214 Fuel / Natural Gas	14,000	14,000
1,758	1,869	1,659	2,000	1,800	5231 Water & Sewer	2,000	2,000
2,126	1,790	1,817	2,000	2,000	5342 Radio Lines	2,000	2,000
21,562	14,628	14,854	20,000	20,000	5430 Building Maintenance	20,000	12,000
48,769	42,791	44,895	49,500	49,000	*Total Expenses*	49,200	41,200
48,769	42,791	44,895	49,500	49,000	*Total Budget*	49,200	41,200

TOWN OF HOLDEN

FY 2017 BUDGET

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Request FY 2017	Manager FY 2017
OTHER FUNDS							
Water/Sewer Enterprise Fund	5,743,349	5,704,740	6,046,327	7,107,732	6,745,587	7,427,020	7,417,864
Water/Sewer Stabilization Fund	103,948	106,413	176,087	178,260	178,260	178,260	178,260
DPW Depreciation Fund	349,935	511,390	619,741	448,267	448,267	368,267	368,267
Recreation Revolving Fund	285,019	308,868	445,060	365,458	365,227	377,784	379,754
Before/After School Revolving Fund	289,864	282,656	296,037	323,542	317,647	332,794	332,094
Cable Revolving Fund	239,790	269,279	220,403	302,695	302,695	338,217	338,217
Solid Waste Revolving Fund	1,035,984	1,084,822	1,119,584	1,160,149	1,159,319	1,199,767	1,190,967
Inspection Revolving Fund	191,258	222,402	223,453	251,635	241,385	259,569	246,219
Fire Vehicle Stabilization Fund	155,777	414,900	573,395	585,644	585,644	235,644	235,644
General Stabilization Fund	677,681	1,458,930	2,168,247	2,654,318	2,654,318	3,654,318	3,654,318
Infrastructure Investment Fund	1,553,682	1,454,821	1,333,961	1,333,721	1,333,721	1,333,721	1,333,721
Open Space Stabilization	0	0	0	0	0	100,000	100,000
Dispatch Infrastructure Stabilization	0	0	0	0	0	5,000	5,000
TOTAL	10,626,287	11,819,221	13,222,295	14,711,421	14,332,070	15,810,361	15,780,325

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, one (1) Water Operator III, three (3) Water Operators II, and two (2) Water Operators 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 approximately one hundred and eight (108) miles of water main throughout the Town.

Water Supply

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

Sewer Collection Systems

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

WATER & SEWER ENTERPRISE FUND***Sewage Treatment***

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

Customer Service

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

Billing

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

Summary

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

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

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Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION Description	Request FY 2017	Manager FY 2017
513,114	509,488	547,819	598,470	601,141	Salary & Wages	638,542	638,542
4,986,473	4,690,219	5,092,502	6,141,762	5,776,946	Operating Expenses	6,613,478	6,604,322
243,762	505,033	406,006	367,500	367,500	Capital Outlay	175,000	175,000
5,743,349	5,704,740	6,046,327	7,107,732	6,745,587	Total Budget	7,427,020	7,417,864

FINANCING PLAN								
5,476,391	5,566,695	5,621,966	5,407,174	5,550,000	4210	Water Rates	5,500,000	5,500,000
0	0	0	0	0	4210	Water Rate Increase	100,000	100,000
0	0	0	0	0	4210	Sewer Rate Increase	100,000	100,000
27,270	9,183	20,552	10,000	15,000	4220	Water Miscellaneous	15,000	15,000
141,050	362,000	92,500	55,000	85,000	4221	Water Connections	55,000	55,000
198,287	187,552	145,227	146,000	146,000	4222	Tower Rental	150,000	150,000
0	0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
810	750	840	900	900	4227	Septage UBWPAD	900	900
5,674	0	2,301	5,000	3,000	4280	Interest	3,000	3,000
4,992	5,619	5,463	3,000	3,000	4320	Liens	3,000	3,000
375,455	171,449	67,861	50,000	65,000	4321	Sewer Insp/Entrance Fees	50,000	50,000
299,030	0	0	0	0	4750	Inflow & Infiltration	0	0
336,450	360,527	347,093	260,000	260,000	4751	Sewer Project Assessment	255,000	255,000
0	0	0	0	2,183	4595	Dec '08 FEMA	0	0
0	0	8,460	0	0	4850	W/S Worker Comp. Reimb.	0	0
0	0	92,936	0	0	4921	Bond Premium	0	0
6,865,409	6,663,775	6,405,199	5,983,074	6,130,083		TOTAL REVENUE	6,277,900	6,277,900
0	330,164	680,000	1,170,005	1,170,005		FREE CASH - CURRENT YEAR	1,154,560	1,154,560
5,743,349	5,704,740	6,046,327	7,107,732	6,745,587		TOTAL EXPENDITURES	7,427,020	7,417,864
1,122,060	1,289,199	1,038,872	45,347	554,501		CURRENT YEAR BUDGET SURPLUS	5,440	14,596
16,032	12,019	48,428	0	0		PRIOR YEAR UNSPENT ENCUMBRANCE	0	0
-330,164	-680,000	-1,170,005	-1,154,560	-1,154,560		FREE CASH - NEXT YEAR	0	0
586,189	1,394,117	2,015,335	1,932,630	1,932,630		PRIOR YEAR BALANCE	1,332,571	1,332,571
1,394,117	2,015,335	1,932,630	823,417	1,332,571		BALANCE	1,338,011	1,347,167

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
80,222	84,256	84,563	87,572	88,983	5110	Superintendent	90,416	90,416
34,744	36,650	37,563	37,708	38,459	5112	Clerical	39,230	39,230
320,645	305,376	319,380	372,743	377,049	5116	Labor	404,146	404,146
48,715	48,724	46,897	50,000	55,000	5131	Standby	55,000	55,000
20,201	25,260	46,673	25,000	25,000	5132	Overtime	30,000	30,000
3,712	6,128	5,220	7,500	7,500	5140	Police Detail	7,500	7,500
375	394	200	450	450	5142	Work/Out of Class	450	450
4,500	2,700	3,600	3,600	4,500	5143	Incentive Plan	5,400	5,400
0	0	0	9,897	0	5150	Wage Adjustment	0	0
0	0	3,723	4,000	4,200		Seasonal Laborer	6,400	6,400
513,114	509,488	547,819	598,470	601,141		*Total Salary & Wages	638,542	638,542
9	10	10	10	10		# Personnel F/T	10	10
0	0	0	0	0		# Personnel P/T	0	0
6,332	6,556	7,719	7,500	8,100	5173	Medicare	9,000	9,000
311	323	333	380	380	5174	Life Insurance	420	420
57,462	43,817	37,574	65,000	55,000	5175	Health Insurance	80,000	80,000
64,185	73,048	83,475	93,500	86,550	5177	Retirement	105,000	93,494
181,276	175,933	180,052	185,000	180,000	5211	Light and Power	175,000	175,000
5,592	7,474	5,112	6,000	6,000	5214	Fuel	6,000	6,000
47,809	45,533	46,593	9,000	25,000	5246	Pump Station Water Maintenance	25,000	25,000
29,165	26,301	56,937	30,000	50,000	5247	Pump Station Sewer Maintenance	45,000	45,000
18,577	4,436	6,777	15,000	6,000	5248	Generator Maintenance	8,000	8,000
38,745	7,745	5,927	6,000	6,000	5249	Sewer Incremental O&M	6,000	6,000
0	66,146	68,977	75,000	65,000	5251	Water Incremental O&M	65,000	65,000
26,471	24,750	28,450	25,000	25,000	5291	Hydrant Replacement	25,000	25,000
0	114,285	225,569	350,000	370,000	5300	Legal Services	400,000	400,000
327,841	47,609	45,961	45,000	75,000	5303	Consulting Services	100,000	100,000
0	15	0	1,500	1,500	5304	Physicals	1,500	1,500
3,991	3,857	4,181	4,000	4,200	5316	SDWA Assessment	4,400	4,400
1,095,654	1,089,389	1,154,743	1,320,000	1,320,000	5317	DCR Disposal	1,375,000	1,375,000
658,322	702,212	729,373	765,584	765,584	5318	UBWPAB-Assessment	825,000	825,000
81,471	50,689	87,127	100,000	100,000	5319	*MWRA-Maintenance	100,000	100,000
25,999	35,000	26,000	30,000	30,000	5320	West Boylston Woodland PS IMA	32,000	32,000
2,939	2,752	4,157	3,200	4,000	5340	Pager/Cell Phone	4,500	4,500

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
25,358	27,032	28,733	23,500	30,000	5342	Radio Lines	24,000	24,000
589,385	527,407	692,921	700,000	725,000	5381	Worcester Water	750,000	750,000
30,718	20,148	15,612	20,000	16,000	5410	Petro Products	20,000	18,000
0	7,242	7,408	9,000	7,500	5411	Diesel Fuel	9,000	8,100
3,477	3,861	9,757	4,000	4,000	5421	Office Supplies	4,000	4,000
2,400	3,850	7,689	0	0	5430	Building Operations	0	0
9,750	16,995	9,282	6,000	7,000	5440	Property Maintenance	7,000	7,000
17,180	16,193	14,091	17,000	15,000	5480	Vehicle Maintenance	17,000	17,000
24,954	13,488	17,887	28,000	22,000	5531	Stock	25,000	25,000
3,620	9,025	8,156	6,000	7,000	5532	Tools	7,000	7,000
106,396	90,070	73,877	100,000	80,000	5535	Chemicals	95,000	95,000
9,407	5,639	10,323	8,000	8,000	5538	Misc Patch	8,000	8,000
25,490	21,208	30,794	35,000	35,000	5539	New Meters/Repairs	35,000	35,000
44,903	44,903	44,903	45,000	45,000	5580	Billing Expenses	45,000	45,000
3,790	1,394	1,404	1,500	1,400	5581	Uniforms	1,800	1,800
0	3,403	4,578	3,400	4,000	5584	Safety Wear	3,500	3,500
24,818	26,567	29,078	33,000	29,034	5741	Insurances	33,000	33,000
0	37,500	0	42,505	42,505	5782	OPEB	0	0
4,455	11,866	9,435	10,000	12,000	5783	Licenses and Training	12,000	12,000
1,313,480	1,199,808	1,129,787	1,385,938	1,385,938	5910	Debt	1,571,048	1,571,048
5,000	5,000	5,000	5,000	5,000	5961	Indirect Manager	5,000	8,000
12,750	12,750	12,750	12,750	12,750	5961	Indirect Collections	12,750	13,500
7,000	7,000	7,000	7,000	7,000	5961	Indirect Accounting	7,000	8,500
40,000	40,000	40,000	40,000	40,000	5961	Indirect Mechanics	40,000	35,000
10,000	10,000	10,000	10,000	10,000	5961	Indirect IT	10,000	15,000
243,762	505,033	406,006	367,500	367,500	5810	Capital Outlay	175,000	175,000
0	0	0	410,000	0	5781	Emergency Reserve (O&M Reserve)	435,000	435,000
0	0	67,000	0	0	A	Transfer to W&S Stabilization	0	0
			42,505	42,505	A	Transfer to W&S OPEB	44,560	44,560
5,230,235	5,195,252	5,498,508	6,509,262	6,144,446		*Total Expenses	6,788,478	6,779,322
5,743,349	5,704,740	6,046,327	7,107,732	6,745,587		*Total Budget	7,427,020	7,417,864

<i>Financing</i>	FY 13	FY 14	FY 15	FY16	FY 17
	Approved	Approved	Approved	Approved	Request
Opening Balance	193,836	103,948	106,413	176,087	178,260
MBTE Settlement					
Interest Earning	617	1,015	2,261	1455	
Fair Market Value Adjustment	-505	1,450	413	718	
Appropriation	0	0	0		
Free Cash			67,000		
Sub Total	193,948	106,413	176,087	178,260	178,260
Expenditures					
Mason Rd SRF Project					
O&M Well Facilities - Redevelopment of Wells I & I Study					
Vacuum Truck Reimbursement (\$150,000 over 5- years FY11-FY15) - final 3 years	90,000	0	0		0
Replacement of W/S #3 1-Ton with Plow Highland Street Tank Rehab					
Total Expenditures	90,000	0	0	0	0
Net Fund Balance	103,948	106,413	176,087	178,260	178,260

<i>Financing</i>	FY13	FY14	FY15	FY16	FY17
	Approved	Approved	Approved	Approved	Town Manager
Opening Balance	282,962	349,935	511,390	619,741	448,267
Transfer from W/S Stabilization Fund (3/5 pmts)	90,000				
Transfer from Free Cash		150,000	50,000		
Previous Interest Earnings					
Appropriation	0	49,200	98,300	42,400	200,000
Interest Earnings	1,813	5,089	8,224	5,474	
Fair Market Value Adjustment	-1,532	6,366	127	3,052	
Unspent Balance Returned	42				
Sub Total	373,285	560,590	668,041	670,667	648,267
<i>Expenditures</i>					
DPW Truck w/ Hook & Haul #11				180,000	
10 Wheel Dump w/ Wing Plow #12					280,000
<i>Public Works Highway</i>					
<i>Public Works Engineering</i>					
<i>Public Works Buildings/Grounds</i>					
Tractor w/ Boom Flail Mower (5-yr lease FY09-FY13)	19,150	0	0		
Debt Service - Dump w/Plow/Spreader	4,200	49,200	48,300	42,400	
Replace Tractor Mower					
TOTALS	23,350	49,200	48,300	222,400	280,000
Net Fund Balance	349,935	511,390	619,741	448,267	368,267

RECREATION REVOLVING FUND

RECREATION DEPARTMENT

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

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

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

NOTES
MAXIMUM APPROPRIATION FOR FY 2017 IS \$681,871

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
197,928	209,616	216,307	211,982	220,276	Salary & Wages	218,855	218,855
87,091	99,252	228,753	153,476	144,951	Operating Expense	158,929	160,899
285,019	308,868	445,060	365,458	365,227	Total Budget	377,784	379,754

FINANCING PLAN							
407,944	427,553	455,169	381,590	408,471	Program Fee/Passes	412,898	412,898
17,482	18,079	16,905	20,000	20,000	Snack Bar	20,000	20,000
595,110	610,517	627,832	631,957	631,957	Previous Balance	595,201	595,201
1,020,536	1,056,149	1,099,906	1,033,547	1,060,428	Total Revenue	1,028,099	1,028,099
125,000	119,449	22,889	0	0	Transfer to IIF	0	0
0	0	0	100,000	100,000	Transfer to GF	100,000	100,000
285,019	308,868	445,060	365,458	365,227	Less Expenditures	377,784	379,754
610,517	627,832	631,957	568,089	595,201	Balance	550,315	548,345

Actual 2013	Actual 2014	Actual 2015	Budget 2016	Estimate 2016		Object Description	Request 2017	Manager 2017
74,048	81,835	91,248	87,238	95,095	5110	Recreation Director	90,416	90,416
6,486	7,800	4,861	3,287	3,679	5111	Recreation Leader: 8%	3,407	3,407
5,610	6,487	3,939	2,496	2,718	5112	Clerical: 8%	2,692	2,692
25,000	25,000	25,000	25,000	25,000	5116	Labor	25,000	25,000
70,408	72,877	70,080	70,942	70,618	5125	Seasonal Staff	71,479	71,479
16,376	15,617	21,179	23,019	23,166	5140	Independent Contractors	25,861	25,861
197,928	209,616	216,307	211,982	220,276		*Total Salary & Wages*	218,855	218,855
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
696	1,031	1,402	1,500	1,651	5171	Workers Comp Ins	1,500	1,500
6,117	5,731	5,942	6,300	6,300	5175	Health Insurance	7,500	7,500
11,150	13,032	15,000	16,800	16,800	5177	Regional Retirement	18,850	17,820
6,883	9,218	15,203	7,683	8,325	5212	Utilities	8,575	8,575
1,300	1,300	1,300	1,300	1,300	5216	Accounting Reimb	1,300	1,300
5,800	5,800	5,800	5,800	5,800	5219	Treas/Coll Reimb	5,800	5,800
12,045	6,959	12,189	9,643	8,000	5231	Water/Sewer	8,240	8,240
0	0	0	0	6,864	5273	Studio Cleaning	6,864	6,864
0	1,302	0	0	0	5303	On Line Services	0	0
158	108	909	500	500	5421	Office Supplies	500	500
12,094	15,892	13,749	25,000	25,000	5430	Holden Pool Maint	25,000	28,000
6,916	5,377	6,559	7,000	6,800	5510	Snack Bar Expense	7,000	7,000
566	879	298	350	300	5511	Committee Expense	350	350
3,002	3,190	4,874	4,000	4,000	5580	On Line Billing Expense	4,500	4,500
207	268	458	400	400	5581	Uniforms	450	450
1,659	2,409	4,502	2,200	2,200	5582	Program Supplies	2,500	2,500
4,205	4,282	4,413	5,000	5,000	5741	Property/Liability Ins	5,000	5,000
4,375	0	0	0	0	5910	Pool Debt	0	0
9,918	22,474	136,155	60,000	45,711	5830	Capital Outlay	55,000	55,000
		0						
87,091	99,252	228,753	153,476	144,951		*Total Expenses*	158,929	160,899
285,019	308,868	445,060	365,458	365,227		*Total Budget*	377,784	379,754

BEFORE/AFTER SCHOOL REVOLVING FUND

BEFORE/AFTER SCHOOL REVOLVING FUND

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

Actual 2013	Actual 2014	Actual 2015	Budget 2016	Estimate 2016		Object Description	Request 2017	Manager 2017
32,100	32,196	36,131	37,795	38,228	5111	Recreation Leader	39,181	39,181
20,913	26,846	30,065	28,708	29,104	5112	Clerical	30,958	30,958
134,734	126,300	136,597	134,518	135,005	5125	B/A School Staff	136,355	136,355
187,747	185,342	202,793	201,021	202,337		*Total Salary & Wages*	206,494	206,494

0	0	0	0	0		# Personnel F/T	0	0
27	27	27	27	31		# Personnel P/T	31	31
8	9	9	9	9		# Personnel Seasonal	9	9

348	516	701	800	826	5171	Workers Comp Ins	800	800
4,999	5,026	5,273	6,750	6,750	5173	Medicare	8,000	8,000
38	38	63	76	76	5174	Life Insurance	76	76
18,213	16,652	13,486	16,000	16,000	5175	Health Insurance	20,000	20,000
11,615	13,575	15,700	18,000	18,000	5177	Regional Retirement	20,200	18,700
12,773	5,462	12,212	14,750	14,750	5212	Utilities	15,193	15,193
1,600	1,600	1,600	1,600	1,600	5219	Accounting Reimb	1,600	1,900
7,500	7,500	7,500	7,500	7,500	5216	Treas/Coll Reimb	7,500	8,000
11,272	11,485	2,774	11,400	8,963	5231	Water/sewer	9,232	9,232
9,508	10,007	10,422	11,000	11,000	5303	On Line Services	11,459	11,459
467	382	415	400	400	5340	Cell Phone	400	400
0	230	0	245	245	5343	Postage	0	0
866	871	772	900	900	5410	Petro	900	900
2,479	5,679	2,981	9,000	3,500	5421	Office Supplies	4,000	4,000
1,915	1,558	1,245	2,200	2,200	5422	Printing	2,500	2,500
1,673	3,339	528	5,000	5,000	5430	Holden Pool Maint	5,000	5,000
12,248	10,301	13,653	13,250	14,000	5510	Program Supplies	14,500	14,500
447	338	0	450	450	5581	Summer Uniforms	450	450
371	250	133	400	350	5711	Mileage Reimbursement	400	400
285	285	289	300	300	5731	Dues	300	300
108	79	0	0	0	5733	Expense of Meetings	0	0
2,102	2,141	2,207	2,500	2,500	5741	Property/Liability Ins	2,500	2,500
1,290	0	1,290	0	0	5783	After School Licenses	1,290	1,290
102,117	97,314	93,244	122,521	115,310		*Total Expenses*	126,300	125,600
289,864	282,656	296,037	323,542	317,647		*Total Budget*	332,794	332,094

FINANCING PLAN									
199	129	115	150	150	4280	53D Monthly Interest	150	150	
283,218	287,662	294,975	323,664	324,408	4320	Program Fees	326,922	326,922	
283,417	287,791	295,090	323,814	324,558		Total Revenue	327,072	327,072	
289,864	282,656	296,037	323,542	317,647		Less Expenditures	332,794	332,094	
-6,447	5,135	-947	272	6,911			-5,722	-5,022	
9,973	3,526	8,661	7,714	7,714		Previous Balance	14,625	14,625	
3,526	8,661	7,714	7,986	14,625		Balance	8,903	9,603	

CABLE REVOLVING FUND

HOLDEN COMMUNITY TELEVISION

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

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

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

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

NOTES MAXIMUM APPROPRIATION FOR FY 2017 IS \$340,935
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Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
72,073	75,111	80,757	104,018	103,742	Salary & Wages	111,054	111,054
167,717	194,168	139,646	198,677	198,953	Operating Expense	227,163	227,163
239,790	269,279	220,403	302,695	302,695	Total Budget	338,217	338,217

FINANCING PLAN							
245,267	257,890	313,030	230,000	257,890	Charter Access Grant	230,000	230,000
461,519	467,005	455,623	548,250	548,250	Previous Balance	503,445	503,445
9	7	0	0	0	PY Encumbrances Closed	0	0
706,795	724,902	768,653	778,250	806,140	Total Revenue	733,445	733,445
239,790	269,279	220,403	302,695	302,695	Less Expenditures	338,217	338,217
467,005	455,623	548,250	475,555	503,445	Ending Balance	395,228	395,228

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
56,540	59,392	63,311	65,846	65,846	5110 Public Access Coord.	70,973	70,973
15,533	15,719	17,221	33,172	32,896	5119 Public Access Ass't PT	35,081	35,081
0	0	225	5,000	5,000	5518 Seasonal/Temp	5,000	5,000
72,073	75,111	80,757	104,018	103,742	*Total Salary & Wages*	111,054	111,054
1	1	1	1	1	# Personnel F/T	1	1
1	1	2	2	2	# Personnel P/T	2	2
0	0	1	1	1	# Personnel Seasonal	1	1
174	258	351	375	413	5171 Workers Comp Ins.	375	375
1,005	1,022	1,091	1,300	1,300	5173 Medicare	1,300	1,300
38	38	38	38	38	5174 Life Insurance	38	38
10,598	12,852	13,326	14,500	14,500	5175 Health Insurance	20,000	20,000
8,130	9,502	10,950	12,264	13,000	5177 Regional Retirement	13,750	13,750
15,364	5,155	5,495	4,000	4,000	5212 Utilities	11,000	11,000
0	1,600	1,000	1,800	1,800	5216 Accounting Reimb	1,200	1,200
0	1,000	1,000	1,800	1,800	5219 Treas/Coll Reimb	1,200	1,200
835	3,331	4,546	5,000	5,000	5242 Equipment Maint	2,000	2,000
5,640	10,333	10,683	10,200	10,200	5243 Network Support	10,200	10,200
28,728	28,361	28,928	30,000	30,000	5270 Studio Rental	30,000	30,000
0	3,466	2,755	2,000	2,000	5272 Studio Rental Expenses	2,000	2,000
300	4,183	2,625	5,000	5,000	5273 Studio Cleaning	3,000	3,000
173	202	188	250	250	5343 Postage	150	150
957	1,847	2,950	5,000	5,000	5421 Office Supplies	1,000	1,000
300	0	0	400	400	5422 Printing	300	300
248	0	1,697	2,000	1,502	5423 Office Equipment	2,000	2,000
75	64	116	200	200	5711 Mileage	200	200
650	350	275	1,000	1,000	5731 Membership	1,000	1,000
158	275	40	300	300	5733 Expense of Meetings	200	200
1,051	1,070	1,103	1,250	1,250	5741 Property/Liability Ins.	1,250	1,250
93,293	109,259	50,489	100,000	100,000	5830 Equipment Purchase	125,000	125,000
167,717	194,168	139,646	198,677	198,953	*Total Expense*	227,163	227,163
239,790	269,279	220,403	302,695	302,695	*Total Budget*	338,217	338,217

SOLID WASTE ENTERPRISE FUND

RESIDENTIAL TRASH AND RECYCLING PROGRAM

The Town of Holden operates a curbside recycling and trash collection program for single family residences and apartment buildings with fewer than four residential units.

The program has a maximum service population of approximately 5925 residential units out of the 6575 residential units throughout the town. Currently, 5751 residences have subscribed for this service. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collect curbside bi-weekly. The program provides each residence with a blue trash cart (either 65 or 35 gallons) and a green recycling cart (either 95 or 35 gallons). All the carts are equipped with wheels and securely fitting lids. The fee for this service is \$17.25 for Plan A (65gal. trash/95 gal. recycling) or \$12.00 for Plan B (35gal. trash/35 gal. recycling). There are 5161 residences subscribing to Plan A, and there are 590 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase blue 35 gallon overflow trash bags for \$1.25 per bag. Large burnable bulk items are collected bi-weekly by appointment for \$25.00 per item. Recyclable items are placed in the green recycling cart and need not be sorted.

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under a long term contract to the town. The current contract has an additional five year term subject to cost negotiation prior to the start of the next term. Casella processes the recyclable materials at the FCR Facility in Auburn, MA. This facility is a first of its kind recyclable materials sorting facility. For FY 2017, the cost of this service will increase by approximately 3% for the year. Last year, Holden residents recycled over 2,450 tons of materials at FCR Auburn.

Residential waste is taken to the Wheelabrator incineration facility in 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 in July 2016. The reduction in tipping fees will save the Town of Holden residents approximately \$30,000 per year. The Town of Holden delivers approximately 4400 tons of residential trash to Wheelabrator annually.

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.

Budget Highlights

1. The current budget requires the utilization of free cash to balance the trash budget, though there is a not a rate increase for FY 2017, a proposed rate increase will be likely for the next fiscal year, FY 2018.
2. Due to the increase in home sales and the addition of new homes a modest increase in the number of residences subscribing to the service is projected. Based upon building permit activity and real estates sales approximately 76 additional homes will be served.
3. The cost of disposal at Wheelabrator will be increase from the current rate of \$64.00 to \$66.00 per ton for the period beginning January 1, 2016 through June 30, 2017. Due to the success of recycling, the amount of trash deposited a Wheelabrator by the Town is relatively flat at about 4,400 tons annually, an average of 1,550 pounds per household. The average amount of recycling per household is over 900 pounds per residence.

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
37,471	34,070	31,371	40,004	44,624	Salary & Wages	26,586	26,586
998,513	1,050,752	1,088,213	1,120,145	1,114,695	Operating Expense	1,173,181	1,164,381
1,035,984	1,084,822	1,119,584	1,160,149	1,159,319	Total Budget	1,199,767	1,190,967

FINANCING PLAN								
1,082,783	1,113,369	1,112,086	1,112,500	1,112,500	4210	User Fees	1,125,000	1,125,000
12,950	14,413	16,688	18,000	15,975	4220	Misc/Trash Bags	12,000	14,000
1,875	1,825	2,200	1,000	1,700	4240	Large Item Sticker Fee	1,500	1,500
1,088	1,477	1,627	600	600	4280	Interest	600	600
436	1,264	998	0	0	4320	Liens	0	0
1,099,132	1,132,348	1,133,599	1,132,100	1,130,775		TOTAL REVENUE	1,139,100	1,141,100
61,515	91,819	30,000	30,000	30,000		FREE CASH CURRENT YEAR	70,000	70,000
1,035,984	1,084,822	1,119,584	1,160,149	1,159,319		TOTAL EXPENDITURES	1,199,767	1,190,967
124,663	139,345	44,015	1,951	1,456		CURRENT YEAR BUDGET SURPLUS	9,333	20,133
1,036	0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0
-91,819	-30,000	-30,000	-30,000	-30,000		FREE CASH USE - NEXT YEAR		
91,819	125,699	235,044	249,059	249,059		PRIOR YEAR BALANCE	220,515	220,515
125,699	235,044	249,059	221,010	220,515		BALANCE	229,848	240,648

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
13,348	12,800	10,360	13,394	17,849	5110 Dir of Planning and Development	22,311	22,311
5,705	4,000	4,161	4,110	4,275	5112 Clerical	4,275	4,275
18,418	17,270	16,850	22,500	22,500	5119 Compost Operation	0	0
37,471	34,070	31,371	40,004	44,624	*Total Salary & Wages*	26,586	26,586
4	2	2	2	2	# Personnel F/T (shared)	2	2
2	2	2	2	2	# Personnel P/T (shared)	2	2
197	197	201	225	225	5173 Medicare	300	300
9	10	9	15	15	5174 Life Insurance	23	23
2,357	1,840	1,907	2,500	2,500	5175 Health Insurance	7,300	7,300
2,323	2,715	3,150	3,525	3,525	5177 Retirement	4,500	4,500
19,200	19,200	19,200	24,650	19,200	5245 Toter Storage	19,200	19,200
302,131	322,524	291,746	365,250	365,250	5250 Disposal Fees	385,000	376,200
1,173	3,386	26,725	2,500	2,500	5251 Toters/Overflow Bags	3,000	3,000
417,360	430,181	474,574	456,085	456,085	5252 Solid Waste Collection	475,108	475,108
224,405	238,897	240,759	228,045	228,045	5253 Recycling	242,000	242,000
1,030	3,315	740	3,500	3,500	5299 Recycling Program	3,000	3,000
0	0	166	1,000	1,000	5303 Consulting Services	400	400
0	0	0	500	500	5343 Postage	500	500
60	0	100	300	300	5421 Office Supplies	1,200	1,200
16,224	16,487	16,686	18,500	18,500	5580 Billing Expense	18,000	18,000
0	0	0	500	500	5582 Non Capital Equipment	500	500
0	0	250	150	150	5711 Mileage Reimbursement	250	250
0	0	0	250	250	5731 Association Dues	250	250
44	0	0	150	150	5733 Expense of Meetings	150	150
0	0	0	500	500	5741 Insurance/Bad Debt	500	500
9,000	9,000	9,000	9,000	9,000	Indirect Collections	9,000	9,000
3,000	3,000	3,000	3,000	3,000	Indirect Accounting	3,000	3,000
998,513	1,050,752	1,088,213	1,120,145	1,114,695	*Total Expenses*	1,173,181	1,164,381
1,035,984	1,084,822	1,119,584	1,160,149	1,159,319	*Total Budget*	1,199,767	1,190,967

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 8296 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on 6935 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 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 2500 inspections annually for this work. In addition to the inspections, all the plans, applications, dates of inspection, and other records for the work performed are required to be kept for the life of the building as stipulated the Commonwealth of Massachusetts Secretary of State.

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

The Inspections Division also conducts annual inspections of restaurants, schools, multi-family residential buildings, daycare centers, churches, and all public buildings intended for assembly. There are 132 buildings 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 permits about \$130,000,000 in work annually and raises approximately \$200,000 in fees which cover the entire cost of operation for the department. The Inspectional Services Division has not raised its fees since 1999.

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

NOTES MAXIMUM APPROPRIATION FOR FY 2017 IS \$340,934
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Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
152,239	153,264	156,579	165,590	155,340	Salary & Wages	158,669	152,669
39,019	69,138	66,874	86,045	86,045	Operating Expense	100,900	93,550
191,258	222,402	223,453	251,635	241,385	Total Budget	259,569	246,219

FINANCING PLAN								
37,560	39,335	30,620	44,500	30,000	4420	Wire Fees	30,000	30,000
61,330	56,150	61,040	46,500	66,000	4421	Plumbing/Gas Fees	42,500	42,500
227,796	166,426	104,040	201,500	105,000	4422	Building Fees	110,000	110,000
7	18	382	0	0	4840	Miscellaneous	0	0
326,693	261,929	196,082	292,500	201,000		TOTAL REVENUE	182,500	182,500
191,258	222,402	223,453	251,635	241,385		TOTAL EXPEND.	259,569	246,219
135,435	39,527	-27,371	40,865	-40,385		Current Year Surplus/(Deficit)	-77,069	-63,719
80,371	215,806	255,333	227,962	227,962		Previous Balance	187,577	187,577
215,806	255,333	227,962	268,827	187,577		BALANCE	317,369	336,369

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
45,888	46,825	51,087	49,125	49,125	5110 Building Commission	48,831	48,831
42,911	43,955	45,047	45,215	45,215	5112 Clerical	43,838	43,838
26,775	26,880	23,310	24,500	24,500	5113 Wire Inspector	26,000	26,000
25,550	33,005	25,585	24,500	24,500	5115 Gas/Plumbing Inspector	28,000	28,000
11,115	1,936	11,550	21,500	12,000	5119 Building Inspector	12,000	6,000
0	663	0	750	0	5132 OT	0	
152,239	153,264	156,579	165,590	155,340	*Total Salary & Wages*	158,669	152,669
3	3	3	3	3	# Personnel F/T	3	3
5	5	5	5	5	# Personnel P/T	5	5
2,277	2,211	2,258	2,500	2,500	5173 Medicare	2,900	2,900
68	68	68	70	70	5174 Life Insurance	100	100
16,769	15,125	15,681	16,600	16,600	5175 Health Insurance	32,000	32,000
13,938	16,290	18,750	21,000	21,000	5177 Retirement	22,500	22,500
0	0	0	1,850	1,850	5301 Advertising	1,000	1,000
0	3,500	0	3,500	3,500	5303 Consulting Services	3,500	2,500
0	4,978	0	5,000	5,000	5307 Peer Review	5,000	2,500
0	9,000	13,950	11,000	11,000	5311 Software Purchase	8,000	8,000
0	0	2,834	2,500	2,500	5340 Cell Phones	3,200	3,200
0	0	0	400	400	5343 Postage	400	400
174	552	117	1,500	1,500	5421 Office Supplies	2,000	1,500
880	638	635	1,800	1,800	5509 Train/Educ/Programs	1,800	900
104	340	0	1,550	1,550	5510 Technical Ref Books	1,500	700
0	1,972	280	1,250	1,250	5582 Non Capital Equipment	1,500	1,500
4,259	5,222	4,396	4,000	4,000	5711 Mileage Reimbursement	4,000	2,000
355	190	355	500	500	5731 Association Dues	600	600
0	0	0	275	275	5732 Publications	400	250
195	712	150	1,500	1,500	5733 Expense of Meetings	1,000	1,000
0	940	0	750	750	5794 Hardware Purchase	1,000	1,000
0	7,400	7,400	8,500	8,500	5891 IT Indirect - GIS	8,500	9,000
39,019	69,138	66,874	86,045	86,045	*Total Expenses*	100,900	93,550
191,258	222,402	223,453	251,635	241,385	*Total Budget*	259,569	246,219

<i>Financing</i>	FY13	FY14	FY15	FY16	FY17
	Approved	Approved	Approved	Approved	Requested
Opening Balance	203,030	155,777	414,900	573,395	585,644
Transfer from Free Cash		113,324		250,000	250,000
Transfer from Overlay Surplus					
Appropriation	82,331	179,076	191,200		
Interest Earnings	964	4,472	7,772	6,813	
Fair Market Value Adj	-717	4,651	683	5,436	
Unspent Warrant Articles Returned			40		
Appropriation					
Sub Total	285,608	457,300	614,595	835,644	835,644
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Engine 4 Principal & Interest (5 year note FY11-FY15)	43,600	42,400	41,200		
Ambulance #3 Lease pmt due FY12-FY14	38,731				
Utility Truck	47,500				
Tower Truck Refurbishment				250,000	
Engine #2 Replacement					600,000
TOTALS	129,831	42,400	41,200	250,000	600,000
Net Fund Balance	155,777	414,900	573,395	585,644	235,644

<i>Financing</i>	FY 13	FY 14	FY 15	FY 16	FY 17
	Approved	Approved	Approved	Approved	Requested
Opening Balance	302,252	677,681	1,458,930	2,168,247	2,654,318
TRF from Free Cash	234,000	750,000	677,860	450,000	1,000,000
Interest Earnings	3,285	14,373	27,809	21,654	
Fair Market Value Adj	-2,856	16,876	3,648	14,417	
Appropriation Into Fund	141,000				
Total Additions to Fund	375,429	781,249	709,317	486,071	1,000,000
<i>Expenditures</i>					
TOTALS	0	0	0	0	0
Net Fund Balance	677,681	1,458,930	2,168,247	2,654,318	3,654,318

<i>Financing</i>	FY13 Approved	FY14 Approved	FY 15 Approved	FY 16 Approved	FY 17 Request
Opening Balance	1,672,280	1,553,682	1,454,821	1,333,961	1,333,721
Interest Earnings	16,053	13,273	10,646	5,808	
Fair Market Value Adjustment	-2,373	16,301	-5,120	-6,048	
Senior Center/Zottoli Payback/Underground Utilities	164,000	164,000	164,000		
Pool payback (From Rec Revolving)	125,000	119,449	22,889		
Public Safety Payback	75,000	75,000	75,000		
Public Buildings Payback	0				
Annual Investment	44,775	57,565	159,614		
	0				
Sub Total	2,094,735	1,999,270	1,881,850	1,333,721	1,333,721
<i>Expenditures</i>					
Senior Center					
Pool Debt	216,053	219,449	222,889		
Public Safety Facility	325,000	325,000	325,000		
TOTALS	541,053	544,449	547,889	0	0
Net Fund Balance	1,553,682	1,454,821	1,333,961	1,333,721	1,333,721

TOWN OF HOLDEN

FY 2017 BUDGET

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Request FY 2017	Manager FY 2017
HUMAN SERVICES							
Veterans Benefits	43,358	53,132	47,077	62,700	97,700	69,000	104,000
Senior Citizens	235,635	246,167	247,762	261,444	266,635	271,425	270,125
TOTAL	278,993	299,299	294,839	324,144	364,335	340,425	374,125

VETERANS

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

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

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
6,200	6,200	6,200	6,200	6,200	Salary & Wages	18,500	18,500
0	0	500	18,800	6,500	Operating Expense	500	500
6,200	6,200	6,700	25,000	12,700	*Total Budget*	19,000	19,000

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
6,200	6,200	6,200	6,200	6,200	5120 Veterans Agent	18,500	18,500
0	0	0	0	0	5122 Clerical	0	0
6,200	6,200	6,200	6,200	6,200	*Total Salary & Wages*	18,500	18,500

0	0	0	0	0	# Personnel F/T	0	0
1	1	1	1	1	# Personnel P/T	1	1

37,158	46,932	40,377	50,000	85,000	5770 Aid & Assistance	50,000	85,000
0	0	500	500	500	5792 Veterans' Programs	500	500
0	0	0	6,000	6,000	579 Payments to Worcester	0	0
37,158	46,932	40,877	56,500	91,500	*Total Expense*	50,500	85,500
43,358	53,132	47,077	62,700	97,700	*Total Budget*	69,000	104,000

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 EOEAs 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 EOEAs 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 o 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.

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

NOTES

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
207,802	216,729	222,503	228,694	233,106	Salary & Wages	237,175	237,175
27,833	29,438	25,259	32,750	33,529	Operating Expense	34,250	32,950
235,635	246,167	247,762	261,444	266,635	*Total Budget*	271,425	270,125

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
34,492	36,120	37,563	37,708	38,459	5112 Clerical	39,080	39,080
60,291	61,872	65,696	68,327	69,695	5113 Director of Senior Services	71,393	71,393
29,183	32,062	34,137	36,152	38,849	5114 Outreach Workers	39,711	39,711
15,185	15,987	16,505	16,537	16,866	5116 Program Coordinator	17,139	17,139
0	315	682	2,000	2,000	5118 Custodian	2,000	2,000
68,651	70,373	67,920	67,970	67,237	5119 Transportation	67,852	67,852
207,802	216,729	222,503	228,694	233,106	*Total Salary & Wages*	237,175	237,175

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

1,945	2,025	2,270	2,050	2,050	5242 Maint of Equipment	2,050	2,050
571	571	573	600	600	5340 Cell Phone	600	600
547	368	352	400	400	5343 Postage	400	400
10,355	11,765	8,220	13,000	13,000	5410 Petro Products	13,000	11,700
1,195	749	1,309	1,200	1,200	5421 Office Supplies	1,200	1,200
860	1,631	498	1,500	2,000	5480 Bus Maintenance	2,000	2,000
6,179	6,179	6,179	6,400	6,179	5490 Nutrition Program	6,400	6,400
1,041	79	962	1,600	1,600	5711 Outreach Mileage	1,600	1,600
5,140	1,009	4,896	6,000	6,500	5792 Programs	7,000	7,000
0	5,062	0	0	0	5851 Roof Repair	0	0
27,833	29,438	25,259	32,750	33,529	*Total Expenses*	34,250	32,950
235,635	246,167	247,762	261,444	266,635	*Total Budget*	271,425	270,125

TOWN OF HOLDEN

FY 2017 BUDGET

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	ASSESSMENT EDUCATION	Request FY 2017	Manager FY 2017
16,779,390	17,127,929	17,038,520	17,355,236	17,312,246	Wachusett Regional School District	17,578,031	17,578,031
2,473,630	2,531,676	2,861,954	3,532,448	3,146,256	Voluntary Contribution	3,923,854	3,923,854
1,247,060	967,557	898,257	1,396,905	1,344,611	WRSD Transportation	1,437,389	1,437,389
1,190,179	1,210,416	1,091,215	1,047,033	1,047,409	New High School Debt (Const)	1,047,409	1,047,409
47,926	42,877	42,020	42,020	41,644	Debt (Oil Remediation)	41,644	41,644
21,738,185	21,880,455	21,931,966	23,373,642	22,892,166	*Total WRSD*	24,028,327	24,028,327
					Vocational Education Tuition		
543,688	578,847	739,215	779,743	777,978	Montachusett Vocational	799,237	799,237
0	0	26,850	0	0	Extra from FY14	0	0
0	0	0	0	0	Out of District Vocational Transportation	30,000	30,000
0	0	21,094	57,000	48,094	Out of District Vocational Tuition	24,000	24,000
543,688	578,847	787,159	836,743	826,072	*Total Vocational Tuition*	853,237	853,237
22,281,873	22,459,302	22,719,125	24,210,385	23,718,238	*Total Expenses*	24,881,564	24,881,564
22,281,873	22,459,302	22,719,125	24,210,385	23,718,238	*Total Budget*	24,881,564	24,881,564

TOWN OF HOLDEN

FY 2017 BUDGET

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Request FY 2017	Manager FY 2017
CULTURE							
Gale Free Library	732,860	779,265	785,624	838,000	840,996	887,755	874,370
Historical Commission	4,775	5,817	2,806	6,700	6,700	6,700	6,700
TOTAL	737,635	785,082	788,430	844,700	847,696	894,455	881,070

GALE FREE LIBRARY

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

INFORMATION AND REFERENCE SERVICES

With staff assistance, patrons seek information and do independent research on site and by telephone, using print resources, on-line databases, the Internet and various Massachusetts networks. Borrowing from other libraries and loaning our materials has increased dramatically. Patrons can directly place holds on items while at the library or at home. Downloadable books, music, movies and access to databases are also available in house and at home. Researching local history has become very popular and it always requires assistance, two genealogy databases 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. Staff provides special book deposits for teachers, every Holden elementary classroom is visited by staff, and historic tours of the building are given to visiting schools each year. The Gale Free Library is the only resource for elementary, middle and high school students who are given assignments on local history.

POPULAR READING AND PERSONAL ENRICHMENT

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

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

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
539,342	550,275	552,369	574,610	591,619	Salary & Wages	611,631	611,631
193,518	228,990	233,255	263,390	249,377	Operating Expense	276,124	262,739
732,860	779,265	785,624	838,000	840,996	*Total Budget*	887,755	874,370

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016		Object Description	Request FY 2017	Manager FY 2017
77,002	80,003	83,880	87,238	88,983	5110	Library Director	90,416	90,416
111,036	117,545	118,848	122,545	124,996	5111	Librarians Salaried	129,634	129,634
351,304	352,727	349,641	364,827	377,640	5112	Assistant Librarians	391,581	391,581
539,342	550,275	552,369	574,610	591,619		*Total Salary & Wages*	611,631	611,631
7	7	7	7	7		# Personnel F/T	7	7
11	11	11	11	12		# Personnel P/T	12	12
21,731	22,583	22,427	22,500	22,500	5212	Utilities	22,500	22,500
7,762	8,480	9,131	10,500	10,500	5214	Fuel	10,500	10,500
3,082	3,118	4,993	3,500	3,500	5231	Water/Sewer	3,500	3,500
3,392	7,011	6,404	5,000	5,000	5242	Equipment Maintenance	5,500	5,500
29,527	28,599	32,664	28,072	27,444	5243	CW MARS	32,832	32,832
2,316	3,383	3,198	8,000	8,000	5247	Capital Equip. Maint	8,000	8,000
1,245	2,370	0	1,250	1,250	5249	Alarm/Monitor	1,250	1,250
1,340	1,519	1,368	1,500	1,500	5340	Cell Phone	1,500	1,500
937	904	738	700	700	5343	Postage	500	500
1,239	1,987	4,279	3,500	3,500	5421	Office Supplies	3,500	3,500
5,054	4,900	6,172	5,300	5,300	5423	Material Processing	5,300	5,300
19,685	20,907	9,873	17,000	17,000	5430	Building Maintenance	17,000	17,000
0	0	0	26,385	13,000	5450	Cleaning	26,385	13,000
280	133	135	200	200	5731	Association Dues	200	200
87,755	114,582	122,900	120,283	120,283	5732	Books	128,157	128,157
454	393	574	700	700	5733	Expense of Meetings	500	500
7,719	8,121	8,399	9,000	9,000	5794	Technology Equipment	9,000	9,000
193,518	228,990	233,255	263,390	249,377		*Total Expenses*	276,124	262,739
732,860	779,265	785,624	838,000	840,996		*Total Budget*	887,755	874,370

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 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	APPROPRIATION SUMMARY	Request FY 2017	Manager FY 2017
4,775	5,817	2,806	6,700	6,700	Operating Expense	6,700	6,700
4,775	5,817	2,806	6,700	6,700	*Total Budget*	6,700	6,700

Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Estimate FY 2016	Object Description	Request FY 2017	Manager FY 2017
410	402	400	400	400	5212 Utilities	400	400
3,250	3,632	1,338	3,000	3,000	5214 Fuel	3,000	3,000
0	0	0	100	100	5231 Water/Sewer	100	100
1,115	1,783	823	3,000	3,000	5249 Alarm Monitor	3,000	3,000
0	0	245	200	200	5430 Miscellaneous Repairs	200	200
4,775	5,817	2,806	6,700	6,700	*Total Expense*	6,700	6,700
4,775	5,817	2,806	6,700	6,700	*Total Budget*	6,700	6,700

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2017 – FY 2021 was developed by the Town Manager's Office using input from Departments, Boards and Committees. The 5-Year Capital Plan is a fluid document which will provide us with the opportunity to plan our investments and to react to changes from year to year.

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

Some of the projects of note in the FY 2017 Capital Budget are: Replacing Fire Department Engine #2, Pumper Truck, funds to undertake the study of a location and feasibility study for a new DPW Facility, completing a Water-Sewer project to replace drainage on Wyoming Drive, replacement of the light fixtures at the Library, annual replacement of two cruisers at the Police Department, SUV Truck #11, and protective vests, replacement of a 10-Wheel Dump with Plow for the Highway Department; several projects to improve and replace aging water and sewer infrastructure, a new Voting Machine for the Town Clerk's Office, and upgrades to the Town's IT system and to Holden CATV remote cameras for live broadcasting.

The FY 2017 Capital Plan recommends the expenditure of \$1,180,000 in cash. An additional \$3,173,000 is recommended for acquisitions to be funded from other sources such as Fire Stabilization Fund, Chapter 90 Revenue, DPW Depreciation Fund, Recreation Revolving Fund, and CATV Fund. The Water-Sewer Enterprise Fund contains capital projects to be funded using both Enterprise Fund cash and borrowings for \$1,845,000. The total investment for Capital acquisitions and improvements for FY 2017 is \$6198000.*

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

FY 2017 Capital Budget Summary

DEPARTMENT	PROGRAM	EXPENDITURE	CASH	BOND	OTHER	TOTAL
Fire Department	Equipment Replacement	PPE	\$12,000			\$12,000
		Hose 5,300 ft. - 4"	\$32,000			\$32,000
Fire/ EMS	Vehicle Replacement	Engine #2 Pumper			\$600,000	\$600,000
	Equipment Replacement	Defibrillator	\$58,000			\$58,000
		Video Laryngoscopes	\$10,000			\$10,000
		Infusion Pumps	\$16,000			\$16,000
Fire Sub-Total			\$128,000			\$728,000
Library	Building Maintenance	Replacement of Light Fixtures	\$60,000			\$60,000
Police	Vehicle Replacement	Cruisers (2)	\$74,000			\$74,000
		SUV Truck #11	\$31,000			\$31,000
		Protective Vests	\$25,000			\$25,000
Police Sub-Total			\$130,000			\$130,000
DPW - Administration	Infrastructure Improvements	DPW Facility			\$1,500,000	\$1,500,000
	Vehicle Replacement	Light Duty SUV, Truck #8	\$30,000			\$30,000
DPW - Highway	Equipment Replacement	Traffic Signal Upgrades - Shrewsbury St; Mayo School	\$60,000			\$60,000
		Infrastructure Improvements	Wyoming Drive Culvert	\$200,000		
		LOCAL ROADS/ SIDEWALKS	\$325,000			\$325,000
		CHAPTER 90			\$613,000	\$613,000
	Vehicle Replacement	10-Wheel Dump w/ Wing Plow #12			\$280,000	\$280,000
DPW Sub-Total			\$615,000		\$2,393,000	\$3,008,000
Water/ Sewer	Infrastructure Improvements	<i>Water Main Replacement</i>		\$850,000		\$850,000
		<i>Inflow/Infiltration Removal</i>		\$365,000		\$365,000
		Water System Master Plan			\$60,000	\$60,000
		<i>Lincoln Ave Force Main Clean.</i>		\$350,000		\$350,000
	Vehicle Replacement	<i>Princeton St.Sewer Pump Sta</i>		\$280,000		\$280,000
		F350 w/ Plow #4			\$105,000	\$105,000
Water/ Sewer Sub-Total			\$0	\$1,845,000	\$165,000	\$1,845,000
Recreation	Parks, Playgrounds, Courts	Backstop -- Jefferson			\$15,000	\$15,000
		Playground Surfaces/ Equipment			\$15,000	\$15,000
		Repairs to Courts - Mountview			\$25,000	\$25,000
Recreation Sub-Total					\$55,000	\$55,000
Senior Center	Building Maintenance	Carpeting	\$20,000			\$20,000
Town Clerk	Equipment	Voting Machine	\$49,000			\$49,000
Town Manager/ IT	Infrastructure Improvements	Hardware Updates	\$25,000			\$25,000
		SAN Upgrade	\$37,000			\$37,000
Town Mgr./IT Sub-Total			\$62,000			\$62,000
CATV	Departmental Project	CATV Studio Camera Upgrade			\$25,000	\$25,000
		Remote Studio/ Upgrades			\$100,000	\$100,000
CATV Sub-Total					\$125,000	\$125,000
Grand Total			\$1,064,000	\$1,845,000	\$3,338,000	\$6,247,000

Town of Holden
Five-Year Capital Plan FY2017 - FY2021

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2017	2018	2019	2020	2021	GRAND TOTAL	
FIRE	ER	CASH	Copier/ Printer/ Scanner		\$6,000				\$6,000	
		CASH	Thermal Imaging Cameras (2)			\$60,000			\$60,000	
		CASH	Hose 5,300 ft. - 4"	\$32,000					\$32,000	
		CASH	Jaws of Life (for Eng. #2)				\$38,000		\$38,000	
		CASH	PPE	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000	
	VR	BORROWING	Engine #3 Replacement					\$650,000		\$650,000
		CASH	Car #1			\$50,000				\$50,000
		CASH	Car #2				\$55,000			\$55,000
		CASH	Car #3				\$50,000			\$50,000
		CASH	Car #4		\$40,000					\$40,000
		FIRE STABILIZATION	Engine #2 Pumper	\$600,000					\$600,000	
FIRE SUB-TOTAL				\$644,000	\$58,000	\$122,000	\$805,000	\$12,000	\$1,641,000	
FIRE - EMS	ER	CASH	Lucas Press (CPR)			\$14,000	\$14,000		\$28,000	
		CASH	Defibrillator	\$58,000		\$30,000			\$88,000	
		CASH	Video Laryngoscopes	\$10,000					\$10,000	
		CASH	Infusion Pumps	\$16,000					\$16,000	
	VR	FIRE STABILIZATION	Ambulance #1		\$300,000			\$350,000	\$650,000	
FIRE-EMS SUB-TOTAL				\$84,000	\$300,000	\$44,000	\$14,000	\$350,000	\$792,000	
PS FACILITY	ER	CASH	UPS			\$10,000			\$10,000	
		CASH	Floor Burnisher/ Cleaner		\$8,500				\$8,500	
		BORROWING	Chaffins Fire Station				\$3,000,000		\$3,000,000	
PSF SUB-TOTAL					\$8,500	\$10,000	\$3,000,000		\$3,018,500	
FIRE/EMS/PSF				\$728,000	\$366,500	\$176,000	\$3,819,000	\$362,000	\$5,451,500	
LIBRARY	BM	CASH	Replacement of Light Fixtures	\$60,000					\$60,000	
		CASH	Stone Work - Walls/ Walkway		\$25,000				\$25,000	
		CASH	Basement Masonry Repair			\$31,000			\$31,000	
		CASH	Repair Wooden Windows				\$28,000		\$28,000	
LIBRARY SUB-TOTAL				\$60,000	\$25,000	\$31,000	\$28,000	\$0	\$144,000	
POLICE	VR	CASH	Cruisers (2)	\$74,000	\$74,000	\$74,000	\$74,000	\$74,000	\$370,000	
		CASH	SUV Truck #11	\$31,000					\$31,000	
	ER	CASH	Protective Vests	\$25,000					\$25,000	
POLICE SUB-TOTAL				\$130,000	\$74,000	\$74,000	\$74,000	\$74,000	\$426,000	
DPW ADMINISTRATION	II	OTHER/ BORROWING	DPW FACILITY	\$1,500,000	\$22,000,000				\$23,500,000	
	VR	CASH	Light Duty SUV, Truck #8	\$30,000					\$30,000	
DPW ADMINISTRATION				\$1,530,000	\$22,000,000	\$0	\$0	\$0	\$23,530,000	
DPW - ENGINEERING	II	CASH	Bridge Replacement Master Plan		\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	
DPW ENGINEERING					\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2017	2018	2019	2020	2021	GRAND TOTAL	
BUILDINGS & GROUNDS	ER	CASH	Zero-Turn Mowers (2)		\$28,000				\$28,000	
		CASH	Brush Chipper				\$50,000		\$50,000	
	VR	CASH	F550 Dump w/ Plow #37			\$120,000			\$120,000	
		CASH	Truck #58				\$60,000		\$60,000	
		CASH	Utility Van #42			\$35,000			\$35,000	
		CASH	F350 w/Utility Body/ Plow #41		\$65,000				\$65,000	
		CASH	Cemetery Utility 4 X 4 w/ Dump					\$20,000	\$20,000	
CASH	Cemetery Tractor/ Backhoe					\$40,000	\$40,000			
DPW B & G					\$93,000	\$155,000	\$110,000	\$60,000	\$418,000	
DPW HIGHWAY	NEW II	CASH	Traffic Signal Upgrades - Shrewsbury St; Mayo School	\$60,000	\$70,000				\$130,000	
		CASH	Wyoming Drive Culvert	\$200,000					\$200,000	
		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	DPW DEPRECIATION	Loader w/Wing Plow #36		\$260,000					\$260,000
		DPW DEPRECIATION	Street Sweeper #33				\$190,000		\$190,000	
		CASH	F350 Truck w/ Plow #6			\$50,000			\$50,000	
		DPW DEPRECIATION	10-Wheel Dump w/ Wing Plow #12	\$280,000					\$280,000	
		NEW	CASH	Mini-Excavator					\$80,000	\$0
			CASH	1 - Ton Roller/ Trailer					\$18,000	\$18,000
			BORROWING	Catch Basin Cleaner #35				\$275,000		\$275,000
		CASH	Sidewalk Plow #44 (50%)		\$85,000				\$85,000	
	DPW DEPRECIATION	Tanker/ Pumper Truck #1			\$150,000			\$150,000		
	NEW	BORROWING	F350 w/ Plow Truck #10					\$60,000	\$60,000	
		BORROWING	Rubber Tire Excavator Truck #55					\$250,000	\$250,000	
DPW DEPRECIATION		F 550 w/ Dump & Plow					\$150,000	\$150,000		
NEW	CASH	Air Compressor					\$25,000	\$25,000		
DPW HIGHWAY				\$1,478,000	\$1,353,000	\$1,138,000	\$1,403,000	\$1,521,000	\$6,683,000	
DPW MECHANICS	VR	CASH	F350 w/ Fuel Tank #1					\$110,000	\$110,000	
DPW MECHANICS								\$110,000	\$110,000	
DPW SUBTOTAL				\$3,008,000	\$23,496,000	\$1,343,000	\$1,563,000	\$1,741,000	\$31,151,000	
DPW WATER/SEWER	II	BORROWING	Water Main Replacement	\$850,000	\$650,000	\$650,000	\$600,000	\$600,000	\$3,350,000	
		BORROWING	Inflow/Infiltration Removal	\$365,000	\$160,000	\$165,000	\$90,000	\$950,000	\$1,730,000	
		WATER/SEWER	Water System Master Plan	\$60,000	\$20,000				\$80,000	
		BORROWING	Lincoln Ave Force Main Clean.	\$350,000					\$350,000	
		BORROWING	Sycamore Dr. Booster Station		\$280,000				\$280,000	
		BORROWING	Princeton St.Sewer Pump Sta	\$280,000					\$280,000	
		BORROWING	Heritage Lane Sewer Pump Sta.		\$840,000				\$840,000	
		WATER/SEWER	Industrial Dr Sewer Pump Sta.			\$50,000	350,000		\$400,000	
		BORROWING	Steele St.Tank Painting				60,000	\$900,000	\$960,000	
		BORROWING	Spring St. Water Plant			\$75,000	2,000,000		\$2,075,000	
	VR	WATER/SEWER	Truck #3 w/ plow				\$60,000		\$60,000	
	NEW	WATER/SEWER	Landscape Trailer			\$10,000			\$10,000	
		WATER/SEWER	F350 w/ Plow #4	\$105,000					\$105,000	

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2017	2018	2019	2020	2021	GRAND TOTAL
WATER/SEWER		WATER/SEWER	Sidewalk Plow #44 (50%)		\$85,000				\$85,000
		WATER/SEWER	Truck #2					\$60,000	\$60,000
		WATER/SEWER	Truck #50 w/ plow					\$60,000	\$60,000
	NEW	BORROWING - WS	ERT Replacement			\$1,500,000			\$1,500,000
DPW WATER/SEWER				\$2,010,000	\$2,035,000	\$2,450,000	\$3,160,000	\$2,570,000	\$12,225,000
RECREATION	II	RECREATION	Dek Hockey Rink		\$30,000				\$30,000
	ER	RECREATION	Backstop -- Jefferson	\$15,000					\$15,000
		RECREATION	Golf Simulator					\$20,000	\$20,000
	MR	RECREATION	Recreation Downstairs - Range				\$25,000		\$25,000
		RECREATION	Recreation Downstairs Baths			\$25,000			\$25,000
		RECREATION	Pool Replace Caulking		\$10,000	\$10,000			\$20,000
	PM	RECREATION	Mountview Courts		\$20,000				\$20,000
		RECREATION	Playground Surfaces/ Equipment	\$15,000			\$15,000		\$30,000
		RECREATION	Soccer Field Rehab.					\$30,000	\$30,000
	RECREATION	Repairs to Courts - Mountview	\$25,000					\$25,000	
RECREATION				\$55,000	\$60,000	\$35,000	\$40,000	\$50,000	\$210,000
SENIOR CENTER	ER	CASH	Kitchen Refrigerator/ Freezer					\$8,000	\$8,000
		CASH	Replace AC Units (3)			\$25,000	\$25,000		\$50,000
	BM	CASH	Carpeting	\$20,000					\$20,000
	VR	CASH	Town COA Van (30%)		\$50,000				\$50,000
SENIOR CENTER				\$20,000	\$50,000	\$25,000	\$25,000	\$8,000	\$128,000
TOWN CLERK	ER	CASH	Voting Machine	\$49,000					\$49,000
TOWN CLERK				\$49,000	\$0	\$0	\$0	\$0	\$49,000
TOWN MANAGER - IT	ER	CASH	Hardware Updates	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
			SAN Upgrade	\$37,000					\$37,000
TOWN MANAGER- IT				\$62,000	\$25,000	\$25,000	\$25,000	\$25,000	\$162,000
CATV	ER	CATV	CATV Studio Camera Upgrade	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$62,000
		CATV	Remote Studio/ Upgrades	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
CATV				\$125,000	\$100,000	\$100,000	\$100,000	\$100,000	\$525,000
Grand Total				\$6,247,000	\$26,231,500	\$4,259,000	\$8,834,000	\$4,930,000	\$50,501,500

KEY:

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

SUMMARY	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Grand Total
FUNDING SOURCE				\$925,000	\$250,000	\$1,175,000
BOND - GENERAL FUND						
CASH APPROPRIATION	\$1,064,000	\$863,500	\$911,000	\$806,000	\$847,000	\$4,491,500
DPW FACILITY	\$1,500,000	\$22,000,000				\$23,500,000
CHAFFINS FIRE STATION				\$3,000,000		\$3,000,000
OTHER - CH 90/REC/CATV	\$793,000	\$773,000	\$748,000	\$753,000	\$763,000	\$3,830,000
OTHER - FIRE STBL/DPW DEPR	\$880,000	\$560,000	\$150,000	\$190,000	\$500,000	\$2,280,000
Sub-Total w/out DPW Fac	\$2,737,000	\$2,196,500	\$1,809,000	\$2,674,000	\$2,360,000	\$11,776,500
BOND - W/S	\$1,845,000	\$1,770,000	\$2,150,000	\$2,600,000	\$2,450,000	\$10,815,000
CASH - W/S	\$165,000	\$265,000	\$300,000	\$560,000	\$120,000	\$1,410,000
WS Sub-Total	\$2,010,000	\$2,035,000	\$2,450,000	\$3,160,000	\$2,570,000	\$12,225,000
Grand Total w/out DPW/ CHAFFINS	\$4,747,000	\$4,231,500	\$4,259,000	\$5,834,000	\$4,930,000	\$24,001,500
GRAND TOTAL	\$6,247,000	\$26,231,500	\$4,259,000	\$8,834,000	\$4,930,000	\$50,501,500