



Nancy T. Galkowski
Town Manager

TOWN OF HOLDEN
MASSACHUSETTS
OFFICE OF THE TOWN MANAGER

February 12, 2010

To the Honorable Board of Selectmen and the Finance Committee:

Submitted herein is the Fiscal Year 2011 recommended budget for the Town of Holden. This year's format retains the expanded documentation and traditional four areas of (1) Resource Profile; (2) Budget Summary; (3) Budget Detail; and (4) Capital Funding Program. The Resource Profile has been expanded to include information on the final budget from FY2010 in comparison with the recommended FY2011 budget.

REVENUE

Fiscal Year 2011 revenue from all sources is projected to increase by \$628,895. This is an increase of 1.72% from Fiscal Year 2010. The majority of our revenue sources are decreasing in FY 2011 largely due to the economic situation. The Governor's budget numbers show a level funding in Unrestricted Local Aid and it is anticipated at this point that the Legislature will at least fund at this level.

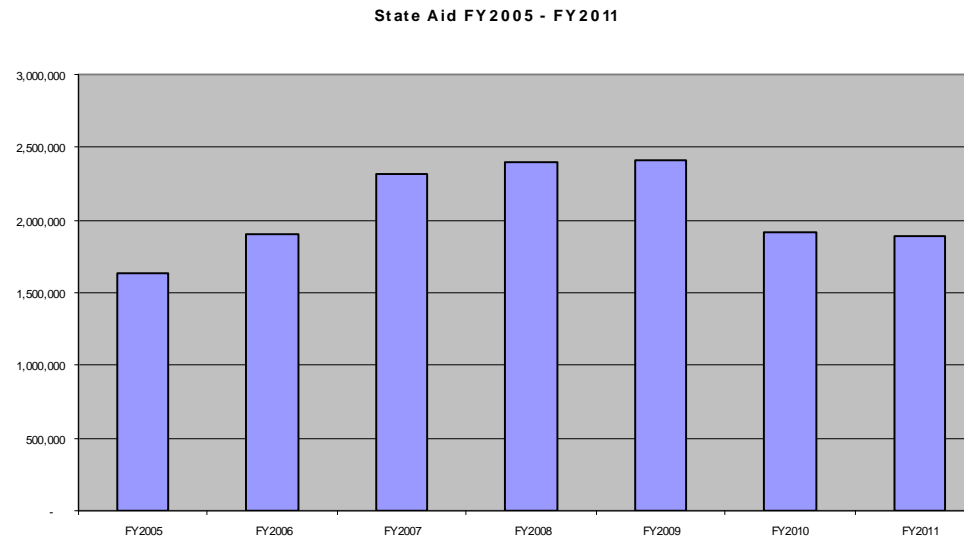
Property Taxes:

Our largest source of revenue is from the Property Taxes. The FY2011 levy will increase by \$639,938, the maximum allowed within the limits of Proposition 2 ½ and \$266,400 from "New Growth". The total increase in property tax levy is projected to increase by \$906,338 or 3.54%. The debt that is excluded from the limits of Proposition 2 ½ will increase by \$53,411 in Fiscal Year 2011. This includes the school renovations/reconstruction, our portion of the WRHS renovations, and a portion of the debt for the Public Safety Building. An additional debt excluded amount will be added to this when the borrowing for the remainder of the Public Safety building occurs this Spring. It is also estimated that the mid year supplemental tax revenues will once again decline (-\$5,000) in FY11 due to a continually sluggish construction market. The revaluation of our property in FY2010 dropped the average assessed value of property to \$277,200 from last year's average of \$292,700 or approximately 5%. The estimated tax rate for FY2011 is

\$15.32 or an additional \$1.21 per \$1,000 in assessed value. For the average assessed home it would mean an increase of \$144 on their annual tax bill in FY2011.

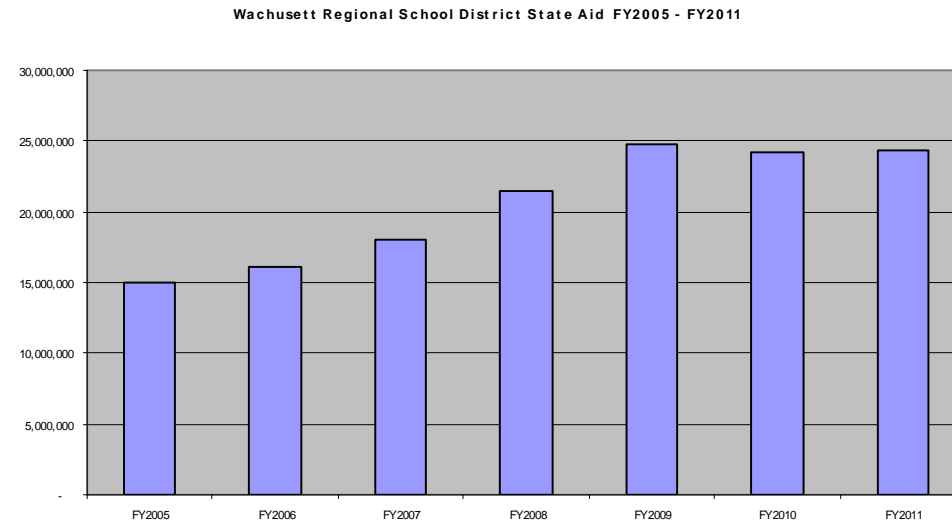
State Aid:

The Governor's proposed budget level-funds the Unrestricted General Government Aid, formerly the Lottery Aid, at FY 2010 levels. However, the Governor's proposal has decreased the amount of reimbursement for the Police Career Incentive program by an additional 50% from \$17,401 to \$8,783 and the State Owned Land reimbursement has decreased by \$9,973 or -11.8%. Overall our State Aid has decreased by 1.8% in FY2011, this following a 20% decrease in State Aid in FY2010. As the legislative process unfolds, these amounts will change. The chart below illustrates that the Town's State Aid Receipts from FY 2005 until FY2011. The FY2011 receipts are approximately the same level as they were in FY2006.



Education

FY2011 is the last year of the state's commitment to address the Regional School District funding inequity situation that was raised by Holden back in 1998. This year Holden's required minimum school spending increased only slightly from \$16,269,045 to \$16,295,270 an increase of \$26,225. Recognizing that the State may be reducing the Circuit Breaker reimbursement to the Wachusett Regional School District, that State Chapter 70 Aid has been level funded, and our own financial constraints, this budget provides for a 2.5% increase or \$461,963 in all educational funding for FY2011.

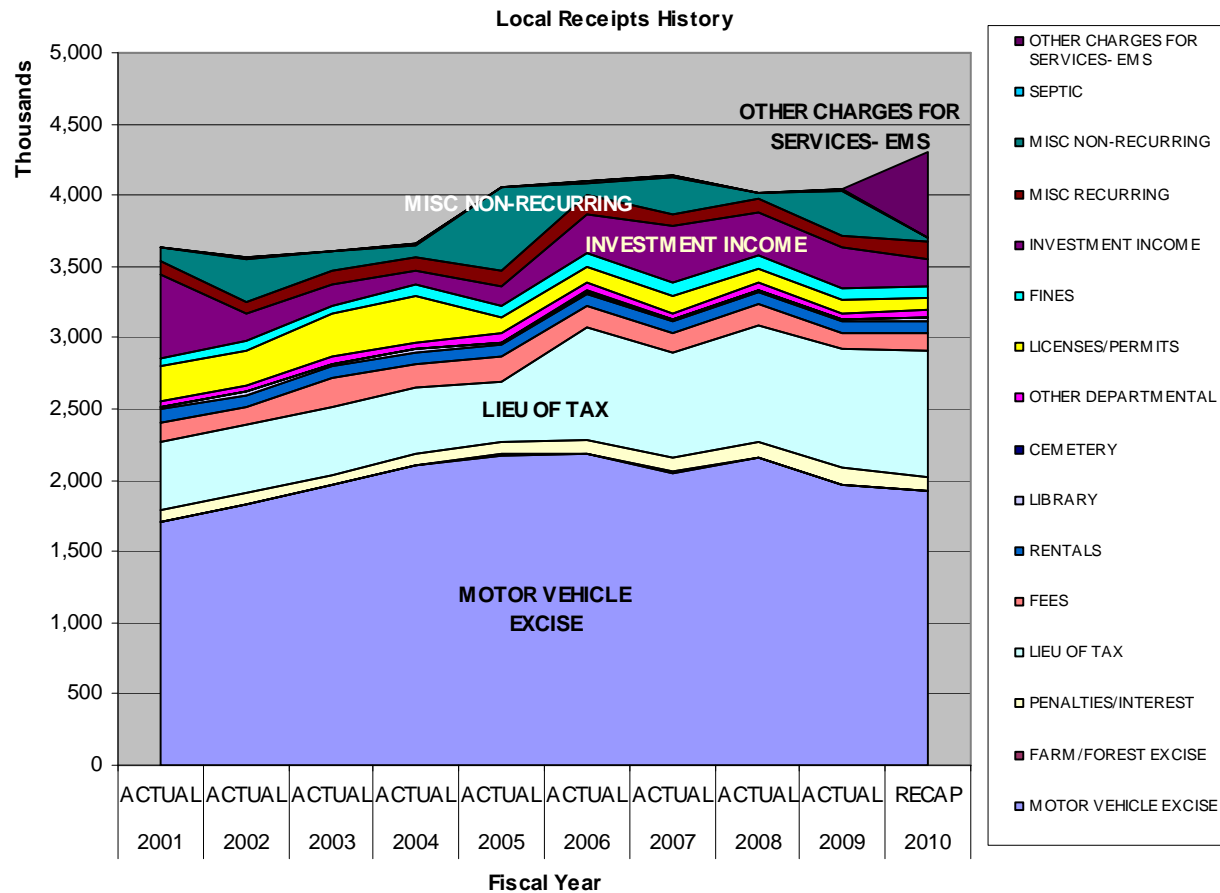


Free Cash

Our Free Cash certification for FY2009 that is available to be used for this budget cycle is \$162,788. This is a decrease of \$54,063 from the amount certified for FY2008 and appropriated in FY2010. Holden has traditionally utilized all of its free cash to offset the operating expenses in the next fiscal year. It is recommended that the town appropriating one half of its free cash - \$81,394 - in FY2011. Not only does this assist in establishing sound reserve policies but it also allows the Town one year to plan for any revenue changes that may occur.

General Estimated Receipts

These are receipts from such items as licenses and permits, investment income, and in-lieu of taxes. In FY2011 it is anticipated that these receipts will decrease by 2.72% or \$47,194. The largest decrease is in investment income due to the economy. The chart below illustrates the trend for our local receipts including Motor Vehicle Excise taxes. Based on our most recent commitment, Motor Vehicle Excise taxes are projected to decrease by \$50,000 or 2.6%. Overall, the trend is leveling off with a slight decrease. The largest increase in our local receipts is for EMS services. It is anticipated that the revenue for this will increase by \$49,746 now that the ambulance service has been brought up to full service. We will continue to monitor this revenue stream.



Overlay Reserve

There are no funds available for appropriation in FY2011 from the overlay reserve account.

Wachusett Fund

The Wachusett Fund provides revenue to the Town from the interest earned on the endowment held by UMass-Memorial from the closing of the Holden Hospital. The funds can only be used for public safety purposes. There is no appropriation recommended from the Wachusett Fund in FY2011. In FY2009 in an effort to offset the expense of beginning an in-house EMS service, two years (FY2009 and FY2010) of funds were utilized from this fund.

EXPENDITURES**General Government**

The overall General Government increase in FY2011 is \$105,590 or 2.5%. The major change in general government was the hiring of a separate Town Manager and Light Department Manager. Previously the position had been held by the Town Manager and the salary was split between the Light Department (60%) and the General Fund (40%). The total increase in this budget was \$24,560 or 9.7% as a result of that change. Other changes in the Town Manager's budget include replacing a car allowance for a town owned and operated vehicle and increases in training. The Regionalization/MORE program is not anticipated to require a contribution in FY2011.

The Personnel budget decreased by \$208,144 or -72.9% as the money held for collective bargaining purposes was distributed throughout the budget as a result of the settlement of all of our union contracts. An additional \$2,000 was requested in this budget to allow for more training. The insurance budget is anticipated to increase by 12.6% or \$197,140. The Town was able to negotiate changes to the health insurance benefit structure with all of the unions so this budget should be increasing at a slower rate. After reviewing the utilization of the Health Reimbursement Account it was determined that this amount could be decreased for FY2011. The retirement budget/ assessment increased by 8.9% or \$55,994.

Other areas of note in the General Government budget include: a decrease in the Reserve fund from \$360,000 to \$100,000. The fund was increased in FY2010 by \$160,000 to be used for anticipated changes in the Wachusett Regional School District appropriation. The Board of Selectmen's budget was reduced by \$15,000 which was a reserve fund transfer in FY2010 to conduct a search for the new Town Manager. The Accounting budget shows a decrease of \$6,820 in clerical support which was appropriated in FY2010 for the anticipated leave of the Town Accountant. The Treasurer/Collector's budget was increased by \$1,000 for postage rates which are anticipated to increase by 5% and \$10,000 for our bi-annual GASB 45 actuarial study detailing our OPEB liability. The Town Clerk's budget has increased by \$18,434 to accommodate 3 elections in FY2011.

Public Safety

The overall Public Safety budgets increased by \$136,952 or 3.2%. In FY2011, a new budget has been added that reflects the operations and maintenance of the new Public Safety Building which is anticipated to be occupied by October 2010. The budget requests an appropriation of \$117,750. This is for the operating expenses of the building. The heating system is based on a geothermal well technology which will provide the bulk of the heating and cooling of the building, substantially reducing our future energy costs. Building maintenance and utility costs formerly budgeted in the Police budget have been lowered by \$22,120 on the assumption that the old Police Station will only be occupied until October. The current Fire Station will still be used to house several apparatus and as such will continue to need utility and maintenance appropriations. The Fire Department budget shows a decrease of \$37,245 or -2.9% but this is due to the funding in FY2010 of the ambulance service while we were starting our in-house EMS service. Increases in the Fire budget include a position for Fire Dispatch and Holiday pay instead of time off for firefighter personnel. FY2010 was the first year for a full time EMS service provided by Town employees. The program is only now coming to full capacity. We are operating two ALS ambulances with 9 full time employees. In FY2009 we had 1 full time employee. The end of FY2011 will be the first full year of service and the program costs will be refined over the course of the next several years. In FY2011 the budget is proposed to increase by \$30,188 or 3.7%; the major cost being in personnel and equipment maintenance. We are also requesting a new ambulance funded through the Fire Vehicle Stabilization Fund. Currently we have two ambulances; one new and one used. The new ambulance would replace the used vehicle which would serve as a backup.

Public Works

The overall increase for the Public Works budget is \$81,883 or 3.3%. Of this amount \$63,023 was for increases in personnel services due to the settlement of union contracts which have been outstanding since July 1, 2008. Utilities for street lights and power were increased by \$20,000, snow removal was increased by \$50,000, the cost to participate in the Wachusett Household Hazardous Waste Facility was decreased by \$25,390, guardrails were reduced by \$30,000 and other smaller changes comprise the increase in expenses of \$18,860.

Culture

The overall increase in the Cultural accounts is \$15,958 or 2.18%. Other than a small decrease in expenses (\$5,820) at the Library the majority of this increase is from normal cost-of-living salary adjustments.

Human Services

The overall decrease in the Human Services is \$7,623 or -2.7%. The Aid and Assistance to Veterans is projected to decrease by \$15,000 in FY2011 based on the number of anticipated qualifying candidates and the appropriation for a vehicle in the Senior Citizens budget is no longer needed in FY2011.

Education

The increase in the Education budget is \$523,081 or 2.6%. Of this, the appropriation for the Wachusett Regional School District, including the minimum required contribution, the RASA, the regional transportation and debt service, has been increased by 2.5% or \$464,343. The WRSD budget has not been presented and the amount of funding that is appropriated by the state toward schools is still being decided by the Legislature. The Governor's budget has provided for level funding of Chapter 70 accounts and has an additional \$233,928 in other offset accounts and regional transportation. The appropriation for Montachusett Regional Vocational Technical High School has been increased by \$30,074 or 4.7% to accommodate increased enrollment.

Enterprise Funds***Water and Sewer Enterprise Fund***

The Water and Sewer Enterprise fund is budgeted to provide \$89,415 in retained earnings for FY2011. Over 50 percent of the expenses in the water and sewer enterprise fund are outside of our control. These include the treatment at Upper Blackstone Water District, the MDC disposal, and outstanding debt service. We have also included in the Water Sewer Stabilization Fund a sum of money to conduct an Infiltration and Inflow Study. The Public Works Director has expressed concern with the amount of infiltration that is in our system. Reducing this will help to decrease the charges at the treatment facility. Given the continuing concern about the volatility of this fund we will be hiring a consultant in this year's budget to review our rates and the rate structure. Should rate increases be required they can be reviewed outside of the budget cycle in the summer and fall months so as to provide more in-depth discussion.

Solid Waste Enterprise Fund

The Solid Waste Enterprise fund is budgeted to provide a balance of \$865 with a recommended rate increase of \$52,000. We will be reviewing this rate increase and will make further recommendations during the budget process. On the expense side the budget has increased by \$58,289 or 5.8%. The cost of disposal has increased by \$17,950 or 5.8%, the collection contract has increased by \$14,000 or 3.9%, recycling has increased by \$12,400 or 4.9 and the cost of toters has increased by \$13,800.

CONCLUSION

Overall the budget as presented provides a balanced budget which retains services at current levels. The major changes to the budget include the change in leadership to a separate Town Manager and Light Department Manager and the addition of the new Public Safety Building. Schools are held harmless and are provided a 2.5% increase in recommended funding.

Thanks go out to all of the Department Heads who met with me during the past two weeks to review their requests and make adjustments as needed in a short period of time. Special thanks go to Judy Sikes who patiently made the changes to the budget and has helped to produce this document.

I am available to meet and discuss the budget as presented and look forward to working with each of you in the process of developing the final budget for Town Meeting.

Town Manager

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**BUDGET
SUMMARY**

	FY 09	FY 10	FY 10	FY 11	FY 11
	Last Year	Current	Current	Department	Manager
	Actual	Year	Year	Request	Approval
		Budget	Estimates		
General Government	3,819,215	4,263,142	4,592,778	4,495,057	4,368,732
Public Safety	3,321,357	4,277,227	4,310,863	4,759,179	4,414,179
Public Works	2,386,534	2,450,776	2,323,295	2,382,659	2,532,659
Human Services	282,072	274,936	273,662	267,313	267,313
Culture	718,254	732,822	730,562	763,780	748,780
TOTAL MUNICIPAL	10,527,432	11,998,903	12,231,160	12,667,988	12,331,663
TOTAL DEBT	3,524,089	3,727,281	3,712,323	3,820,744	3,820,744
TOTAL EDUCATION	20,532,674	20,405,937	20,237,086	20,751,821	20,762,547
TOTAL MUNICIPAL, DEBT AND EDUCATION	34,584,195	36,132,121	36,180,569	37,240,553	36,914,954
OTHER FUNDS					
Water/Sewer Enterprise Fund	4,411,413	5,017,343	4,865,248	5,064,531	5,064,531
Water/Sewer Stabilization Fund	0	25,000	25,000	155,000	80,000
DPW Depreciation Fund	20,000	406,192	406,192	671,192	160,192
Recreation Revolving Fund	259,709	306,841	354,408	322,589	322,589
After School Revolving Fund	259,006	285,292	283,444	295,814	295,814
Cable Revolving Fund	192,822	194,621	194,938	201,549	201,549
Solid Waste Enterprise Fund	937,979	1,009,434	1,002,399	1,067,723	1,067,723
Inspection Revolving Fund	212,367	203,817	193,521	207,037	207,037
Fire Vehicle Stabilization Fund	450,000	50,000	50,000	250,000	90,000
TOTAL OTHER FUNDS	6,743,296	7,498,540	7,375,150	8,235,435	7,489,435

	FY 09 Last Year	FY 10 Current Year	FY 10 Current Year	FY 11 Department	FY 11 Manager
	Actual	Budget	Estimates	Request	Approval
GENERAL GOVERNMENT					
Moderator	100	165	165	165	165
Finance Committee	1,249	99,183	361,631	126,640	101,640
Selectmen	20,330	37,700	37,426	22,650	22,650
Town Manager	194,912	254,268	291,747	278,828	278,828
Information Technology	225,488	234,533	235,731	240,733	240,733
Personnel	145,482	285,544	285,992	77,400	77,400
Finance					
Accounting	128,168	145,993	134,331	139,173	139,173
Treasurer/Collector	243,604	248,955	257,942	266,555	266,555
Assessors	243,855	219,398	221,653	227,604	227,604
Legal	200,694	135,000	202,572	135,000	135,000
Town Clerk	195,058	198,125	199,618	216,559	216,559
Non-Departmental					
Insurance	1,425,341	1,558,750	1,518,994	1,849,715	1,755,890
Retirement	591,126	631,711	631,711	687,705	687,705
Growth Management	203,808	213,817	213,265	226,330	218,830
TOTAL	3,819,215	4,263,142	4,592,778	4,495,057	4,368,732
TOTAL DEBT SERVICE	3,524,089	3,727,281	3,712,323	3,820,744	3,820,744

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.

COST CENTER REQUEST	\$165
TOTAL COST CENTER REQUEST	\$165

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
100	100	100	Salary & Wages	100	100
0	65	65	Operating Expense	65	65
100	165	165	Total Budget	165	165

FINANCING PLAN

100	165	165	General Fund	165	165
100	165	165	Total	165	165

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
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100	100	100	5120 Moderator	100	100
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100	100	100	*Total Salary & Wages*	100	100
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0.00	0.00	0.00	# Personnel F/T	0.00	0.00
1.00	1.00	1.00	# Personnel P/T	1.00	1.00

0	15	15	5731 Association Dues	15	15
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0	50	50	5733 Expense of Meetings	50	50
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0	65	65	*Total Expense*	65	65
100	165	165	*Total Budget*	165	165

Notes

Notes

FINANCE COMMITTEE

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

- 1. GENERAL COMMITTEE FUNCTIONS** - The function of this center is to provide the Finance Committee members with minutes of their meetings, background and informational materials, all in a timely manner.

Average number of meetings per year	30
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COST CENTER REQUEST	\$200
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- 2. COMMITTEE EDUCATION AND INFORMATION** - The function of this center is to provide membership in 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. An additional function is to provide monies for members to attend informational meetings and conferences.

COST CENTER REQUEST	\$1,440
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- 3. RESERVE FUND APPROPRIATIONS** - The purpose of the Reserve Fund is to provide 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 go back to Overlay Surplus.

COST CENTER REQUEST	\$125,000
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TOTAL COST CENTER REQUEST	\$126,640
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DEPARTMENT Finance Committee	FUNCTION Finance Committee	FUNCTION CODE 01-131
DEPARTMENT HEAD Alan R. Berg, Chairman	PREPARED BY	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
0	0	0	Salary & Wages	0	0
1,249	1,870	1,631	Operating Expense	1,640	1,640
0	97,313	360,000	Reserve Fund	125,000	100,000
1,249	99,183	361,631	Total Budget	126,640	101,640

FINANCING PLAN

1,249	99,183	361,631	General Fund	126,640	101,640
1,249	99,183	361,631	Total	126,640	101,640

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
0	0	0	Clerical	0	0
0	0	0	*Total Salary & Wages*	0	0
0.00	0.00	0.00	# Personnel F/T	0.00	0.00
0.00	0.00	0.00	# Personnel P/T	0.00	0.00
0	70	50	5343 Postage	50	50
150	140	150	5421 Office Supplies	150	150
231	235	231	5731 Association Dues	240	240
868	1,425	1,200	5733 Expense of Meetings	1,200	1,200
0	97,313	360,000	5781 Reserve Fund	125,000	100,000
1,249	99,183	361,631	*Total Expense*	126,640	101,640
1,249	99,183	361,631	*Total Budget*	126,640	101,640

Notes

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.

- 1. FUNCTION** - 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 in relationship with other organizations.

Selectmen Regular Meetings	FY 09 25	FY 10 25	FY 11 25
Selectmen Special/Budget Meetings	FY 09 20	FY 10 20	FY 11 20

COST CENTER REQUEST \$16,450

- 2. EMPLOYEE APPRECIATION** - This cost center provides funding for a breakfast and/or a cook out to honor employees during Employee Appreciation Week.

COST CENTER REQUEST \$1,200

- 3. MEMORIAL DAY PARADE** – This cost center gives monies to support a parade on Memorial Day.

COST CENTER REQUEST \$5,000

TOTAL COST CENTER REQUEST \$22,650

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Kimberly Ferguson, Chairman	PREPARED BY	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
6,767	7,650	7,450	Salary & Wages	7,500	7,500
13,563	30,050	29,976	Operating Expense	15,150	15,150
20,330	37,700	37,426	Total Budget	22,650	22,650

FINANCING PLAN					
14,550	12,000	12,000	Alcohol Licenses	12,000	12,000
1,850	1,885	1,885	Licenses/Permits	1,885	1,885
100	100	100	Fees	100	100
0	23,715	23,441	General Fund	8,665	8,665
16,500	37,700	37,426	Total	22,650	22,650

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
5,150	5,150	5,150	5120	Selectmen Salary	5,150	5,150
1,617	2,500	2,300	5122	Selectmen Clerical	2,350	2,350
6,767	7,650	7,450		*Total Salary & Wages*	7,500	7,500
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
6.00	6.00	6.00		# Personnel P/T	6.00	6.00
369	400	400	5301	Advertising	400	400
445	300	300	5343	Postage	300	300
238	950	950	5421	Office Supplies	950	950
1,000	1,000	1,000	5710	Car Allowance	1,000	1,000
2,726	2,800	2,726	5731	Association Dues	2,800	2,800
				Expense of		
3,075	3,500	3,500	5733	Meetings	3,500	3,500
				Employee		
1,378	1,100	1,100	5780	Appreciation	1,200	1,200
4,332	5,000	5,000	5792	Memorial Day Parade	5,000	5,000
0	15,000	15,000	5781	Reserve Fund	0	0
13,563	30,050	29,976		*Total Expenses*	15,150	15,150
20,330	37,700	37,426		*Total Budget*	22,650	22,650

Notes

TOWN MANAGER

1. **LEADERSHIP** - This cost center reflects the Town Manager's role as Holden's chief executive officer and responsibility for direction of all management functions and supervision of departments. The Town Manager deals with all aspects of Town government and it is not realistic to divide his salary in numerous parts.

COST CENTER REQUEST \$155,810

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

COST CENTER REQUEST \$35,349

3. **BUDGET PREPARATION/ADMINISTRATION** - The Town Manager is responsible for the annual budget preparation, presentation, and the administrative oversight of its implementation. Preparation is initiated in late November with request for submissions by departments and agencies. After intensive review, the budget is presented by February 15th of each year. The budget review process involving the Board of Selectmen and Finance Committee begins in March and concludes at the annual town meeting on the third Monday in May.

Budget Review Meetings	FY 09 26	FY 10 26	FY 11 26
Municipal, Debt, Education	FY 09 Budget	\$34,566,356	
	FY 10 Budget	\$36,097,183	

COST CENTER REQUEST \$35,349

TOWN MANAGER

4. **RISK MANAGEMENT** - The goal of this cost center 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.

Claims Processed	FY 09	20	FY 10	10	FY 11	10
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COST CENTER REQUEST	\$7,243
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5. **BIDS/PURCHASING** - The Assistant Town Manager coordinates the formulation, distribution and award of formal bids generated by various departments. Compliance with the public bidding laws are monitored. Joint bids with other towns are coordinated and encouraged for additional savings. Approximately 1,500 purchase orders are processed and files of purchasing catalogs are made available to departments.

Bids	FY 09	12	FY 10	14	FY 11	12
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Purchase Orders	FY 09	1,500	FY 10	1,500	FY 11	1,500
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COST CENTER REQUEST	\$24,035
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6. **GENERAL SUPPORT** - This cost center includes all general administrative expenses of the Town Manager's office. It also includes support services for various Town Boards and organizations: \$200 for Infrastructure Investment Fund Board and \$600 for the Town's contribution towards Holden Days.

COST CENTER REQUEST	\$21,042
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TOTAL COST CENTER REQUEST	\$278,828
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DEPARTMENT Town Manager	FUNCTION Town Manager	FUNCTION CODE 01-123
DEPARTMENT HEAD Nancy T. Galkowski	PREPARED BY Nancy T. Galkowski	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
166,045	229,018	262,590	Salary & Wages	245,728	245,728
28,867	25,250	29,157	Operating Expense	33,100	33,100
194,912	254,268	291,747	Total Budget	278,828	278,828

FINANCING PLAN					
127	100	100	Miscellaneous	100	100
2,000	2,000	2,000	Light Dept Reimburse	2,000	2,000
192,785	252,168	289,647	General Fund	276,728	276,728
194,912	254,268	291,747	Total	278,828	278,828

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description		Request FY 2011	Manager FY 2011
60,037	60,697	91,760	5110	Town Manager	132,000	132,000
0	0	1,650	5143	N Town Manager Deferred Comp	3,960	3,960
28,234	28,126	28,406	5111	Administrative Asst.	28,972	28,972
16,451	16,918	17,086	5112	Clerical	17,428	17,428
61,323	61,324	61,935	5113	Asst. Town Manager	63,168	63,168
0	200	0	5119	Senior Clerk PT	200	200
0	26,815	26,815		Reserve Fund Separation Agreement	0	0
0	34,938	34,938		Reserve Fund (New Town Mgr. Salary)	0	0
166,045	229,018	262,590		*Total Salary & Wages*	245,728	245,728
3.00	3.00	3.00		# Personnel F/T	3.00	3.00
0.00	1.00	0.00		# Personnel P/T	1.00	1.00
99	250	250	5242	Equipment Maintenance	200	200
527	1,000	1,000	5301	Advertising	1,000	1,000
485	600	505	5308	Holden Days	550	550
1,223	1,200	1,200	5340	Cell Phone Expense	1,200	1,200
809	800	800	5343	Postage	800	800
3,490	4,200	1,132	5410	Petro	0	0
2,851	3,500	3,500	5421	Office Supplies	3,500	3,500
3,682	4,500	4,500	5422	Printing	4,500	4,500
234	600	500	5480	Vehicle Maintenance	0	0
932	1,000	1,000	5510	Training	2,700	2,700
4,979	0	0	5691	Regionalism/MORE	0	0
0	0	2,000	5710	N Car Allowance	4,800	4,800
0	0	250	5711	N Mileage	750	750
0	2,500	2,220	5720	Out of State Travel	2,500	2,500
2,172	2,200	2,200	5731	Association Dues	2,200	2,200
37	400	400	5732	Subscriptions	400	400
2,147	2,500	2,500	5733	Expense of Meetings	2,500	2,500
5,200	0	5,200	5735	NEGFOA Benchmark	5,500	5,500
28,867	25,250	29,157		*Total Expenses*	33,100	33,100
194,912	254,268	291,747		*Total Budget*	278,828	278,828

Notes
50% Town Mgr 50% Personnel 50% Town Mgr 50% Personnel 78% Town Mgr 22% Light Dept.

INFORMATION TECHNOLOGY

- 1. ADMINISTRATION/LEADERSHIP** – This cost center reflects the administrative aspect of the IT department which 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, to policies and procedures. The Systems Administrator oversees the smooth running and all maintenance and updates to the entire Town's IT infrastructure including AR (billing/collections), AP, Payroll, as well as all other Town functions requiring a computer, which is almost everything.

The Systems Administrator 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.

COST CENTER REQUEST \$69,536

- 2. TRAINING, ENRICHMENT, AND EFFICIENCY** – This cost center captures any and all IT training programs, seminars, work- shops, 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. This cost center also includes specialized training (MUNIS, GIS, etc.), as necessary.

COST CENTER REQUEST \$32,039

- 3. INTERNET/WEB SITE** – The Internet has become an essential part of all town operations. The former "Town Web site" cost center has been absorbed into this one. Also in this cost center are various costs associated with connecting to the Internet such as hardware, software, and maintenance support contracts and fees. We rely on the Internet for our email communications, online banking, online parcel database, our own Web site, and to connect with other agencies such as the Department of Revenue, insurance companies, vendors, contractors, etcetera.

COST CENTER REQUEST \$40,076

INFORMATION TECHNOLOGY

4. **END USER SUPPORT (AKA “CUSTOMER SERVICE”)** – Information Technology’s end users, for the most part, are the town employees. This cost center 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 of this cost center 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. Finally, this will also include one new line item for professional services. We may from time to time need outside vendors to come in with special services or expertise not available here in town.

COST CENTER REQUEST \$61,616

5. **SPECIAL PROJECTS - *Continuity of Operations*:** Much of this cost center will be derived from the time involved to put together a Continuity of Operations Plan (COOP), which in turn will encompass the Emergency Management Plan (EMP), which itself will encompass the Disaster Recovery Plan (DR Plan). The C.O.O.P. is what it will take to resume all operations as normal. This includes everything from personnel to service contracts to work flow and any contingencies.

GIS: The IT Department will coordinate town-wide Geographic Information Systems servers, contracts, purchases, hardware, and software. The hosting of our GIS data on the Internet for employee and public access will fall under this cost center.

The IT Department will coordinate the purchase and installation of a new telephone communications system for the Starbard Building and Town Hall Building. The system will be developed in conjunction with the Public Safety Facility committee to complement the communications system at the new Facility and take advantage of existing technologies such as the town’s fiber network.

COST CENTER REQUEST \$37,466

TOTAL COST CENTER REQUEST \$240,733

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
119,925	122,963	124,161	Salary & Wages	128,438	128,438
105,563	111,570	111,570	Operating Expense	112,295	112,295
225,488	234,533	235,731	Total Budget	240,733	240,733

FINANCING PLAN					
9,000	9,000	9,000	Light Reimbursement	9,000	9,000
6,000	6,000	6,000	Water/Sewer Reimbursement	6,000	6,000
210,488	219,533	220,731	General Fund	225,733	225,733
225,488	234,533	235,731	Total	240,733	240,733

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011	Notes
65,494	65,494	66,147	5111	System Administrator	67,464	67,464	Includes \$4,800 for GIS
51,811	54,859	55,404	5113	Network Administrator	58,364	58,364	
2,620	2,610	2,610	5119	System Adm PT	2,610	2,610	
119,925	122,963	124,161		*Total Salary & Wages*	128,438	128,438	
2.00	2.00	2.00		# Personnel F/T	2.00	2.00	
1.00	1.00	1.00		# Personnel P/T	1.00	1.00	
0	4,700	4,700	5242	Hardware Equip Maint	6,000	6,000	
36,591	49,875	49,875	5243	Software Support	49,875	49,875	
444	2,500	2,500	5311	Software Purchase	2,500	2,500	
150	150	150	5343	Postage	150	150	
2,352	3,000	3,000	5421	Office Supplies	2,500	2,500	
1,498	2,000	2,000	5510	Training	2,000	2,000	
1,150	1,150	1,150	5710	Car Allowance	1,150	1,150	
0	120	120	5731	Association Dues	120	120	
1,000	1,000	1,000	5733	Expense of Meetings	1,000	1,000	
31,413	31,575	31,575	5783	License/Internet Access Fees	33,000	33,000	
30,965	15,500	15,500	5794	Hardware Equip Purchase	14,000	14,000	
105,563	111,570	111,570		*Total Expenses*	112,295	112,295	
225,488	234,533	235,731		*Total Budget*	240,733	240,733	

PERSONNEL

- 1. RECRUITMENT/TESTING** - The Personnel Department prepares job notices and advertisements. In fiscal year 2008, 10 job notices were generated which included new positions, full time and part time, promotional notices, and open notices for vacancies which occurred during the year. The U.S. Department of Homeland Security requires the employer to complete and keep on file an Employment Eligibility Verification (Form I-9) for new employees hired after November 1986. The Personnel Department fulfills this requirement. In addition, the Equal Employment Opportunity Commission requires a State and Local Government Information Report (EEO-4) be filed which includes employment data for all full-time, part-time and newly hired employees.

Vacancy Notices Posted

FY 09 10

FY 10 16

FY 11 10

COST CENTER REQUEST \$19,486

- 2. PERSONNEL ACTION REVIEW** - The Personnel Department processes 1400 Request for Leave forms and another 300 Personnel Action forms relating to salary increases, promotions, new hires, probationary period, etc. All forms are reviewed for correctness and then entered into the Town's computer system. In January of each year, employees are notified of their accumulated sick leave, vacation leave and personal leave.

COST CENTER REQUEST \$18,186

- 3. EMPLOYEE AND DEPARTMENT SUPPORT** - The Personnel Department provides services to many departments, includes monies for training and physicals for new employees, and prepares the annual Employee Recognition ceremony.

COST CENTER REQUEST \$20,628

PERSONNEL

4. **DRUG/ALCOHOL TESTING** - 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 center covers the cost of random alcohol and drug tests.

COST CENTER REQUEST \$1,600

5. **WAGE ADJUSTMENT** - The wage adjustment line in the Personnel 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. This cost center also includes funding for the management incentive plan.

COST CENTER REQUEST \$17,500

TOTAL COST CENTER REQUEST \$77,400

DEPARTMENT Town Manager	FUNCTION Personnel	FUNCTION CODE 01-152
DEPARTMENT HEAD Nancy T. Galkowski	PREPARED BY Nancy T. Galkowski	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
142,012	279,044	279,492	Salary & Wages	68,900	68,900
3,470	6,500	6,500	Operating Expense	8,500	8,500
145,482	285,544	285,992	Total Budget	77,400	77,400

FINANCING PLAN

145,482	285,544	285,992	General Fund	77,400	77,400
145,482	285,544	285,992	Total	77,400	77,400

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
28,018	28,126	28,406	5111	Admin Asst/Personnel	28,972	28,972
16,494	16,918	17,086	5112	Clerical	17,428	17,428
0	0	0	5119	Intern	5,000	5,000
17,500	15,000	15,000	5143	Incentive Plan	17,500	17,500
80,000	219,000	219,000	5150	Wage Adjustment	0	0
142,012	279,044	279,492		*Total Salary & Wages*	68,900	68,900
1.00	1.00	1.00		# Personnel F/T	1.00	1.00
0.00	0.00	0.00		# Personnel P/T	1.00	1.00
2,114	2,300	2,300	5301	Advertising	2,300	2,300
0	200	200	5304	Physicals Drug/Alcohol	200	200
1,275	1,600	1,600	5306	Testing	1,600	1,600
0	600	600	5343	Postage	600	600
81	800	800	5421	Office Supplies	800	800
0	1,000	1,000	5510	Training	3,000	3,000
3,470	6,500	6,500		*Total Expenses*	8,500	8,500
145,482	285,544	285,992		*Total Budget*	77,400	77,400

Notes
50%
50%

ACCOUNTING

The Accounting Division provides for the maintenance of the Town's financial system. This division operates the general ledger, budget module, and accounts payable system. The division 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 2,449 general ledger accounts by appropriation, assessment, abatement, and all assets, liabilities, revenues, and expenditures according to prescribed regulation.

Reports – 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.

State and Federal Grants - Assist departments with compliance on various grants.

Audit – Maintain sufficient documentation for all transactions, provide complete and accurate records to CPA firm, and assist with annual audit.

COST CENTER REQUEST \$48,923

2. **REVENUES** - Maintain balances on 343 revenue accounts by: journal entry of all Treasurer receipts into computer such as all collections for real estate, personal property, motor vehicle excise, light, water/sewer, solid waste, miscellaneous departmental turn-ins, and all state and federal monies. Submit actual revenues for fiscal year to the Assessors for completion of the Recap Sheet.

COST CENTER REQUEST \$15,312

3. **PAYROLL** - Maintain balances on 230 town payroll accounts. Report leave to Personnel Department, verify that rate changes and payment schedules have been properly authorized and produce a bi-weekly Warrant.

COST CENTER REQUEST \$12,943

ACCOUNTING

4. **EXPENDITURES** – Maintain balances on 846 expenditure accounts by appropriation. Compare actual expenditures to budget appropriations on a monthly basis.

Encumbrances - Assign 1,500 purchase order numbers and verify available funds, proper approvals and compliance with procurement procedures. Maintain files and match with invoices when paid.

Contracts and Bids - Maintain copies of contracts and evidence of procurement procedures. Maintain a computer file of all current contracts and awarded bids and verify compliance with town policies prior to authorizing payments to vendors.

Vendors - Maintain 4,200 vendor files including disbursement histories and accurate addresses and federal tax identification numbers. Report those paid over \$5,000 to the State. Issue 1099's to appropriate vendors and file state and federal forms.

Accounts Payable Warrants – Review and process 20,000 invoices presented for payment for authorized signatures, compliance with procurement procedures and contract stipulations. All invoices are entered into the accounts payable system. The warrant is generated on a weekly basis and 7,000 checks are printed.

COST CENTER REQUEST \$29,127

5. **BUDGETING** - Manage the budget prep computer program. Maintain budget profile and aid in the estimate of receipts. Record and maintain department budgets, warrant articles, state assessments, appropriations, budget transfers, capital projects and borrowings.

COST CENTER REQUEST \$21,410

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

COST CENTER REQUEST \$11,458

TOTAL COST CENTER REQUEST \$139,173

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
107,502	117,473	108,111	Salary & Wages	110,653	110,653
20,666	28,520	26,220	Operating Expense	28,520	28,520
128,168	145,993	134,331	Total Budget	139,173	139,173

FINANCING PLAN

5,000	5,000	5,000	Light Dept Reimburse	5,000	5,000
123,168	140,993	129,331	General Fund	134,173	134,173
128,168	145,993	134,331	Total	139,173	139,173

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
69,086	69,086	61,833	5111	Town Accountant	71,165	71,165
38,416	48,387	46,278	5112	Clerical	39,488	39,488
0	0	0		Additional Clerical	0	0
107,502	117,473	108,111		*Total Salary & Wages*	110,653	110,653
2.00	2.00	2.00		# Personnel F/T	2.00	2.00
0.00	0.00	0.00		# Personnel P/T	0.00	0.00
43	250	250	5242	Equipment Maintenance	250	250
19,500	26,000	24,500	5300	Audit	26,000	26,000
129	100	100	5343	Postage	100	100
924	1,300	1,300	5421	Office Supplies	1,300	1,300
70	70	70	5731	Association Dues	70	70
0	800	0	5733	Training/Education	800	800
20,666	28,520	26,220		*Total Expense*	28,520	28,520
128,168	145,993	134,331		*Total Budget*	139,173	139,173

Notes

TREASURER/COLLECTOR

1. **GENERAL TREASURY FUNCTIONS** – The function of this center is the deposit, withdrawal, transfer, investment and borrowing of all Town funds. Includes: 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; attendance at various schools, conferences, seminars and meetings. **New in FY10: Receipt and reconciliation of EMS/Ambulance fees from Medicare and Mass Health.**

FY08	FY09			
1,800	1,850	Departmental turn-ins (Est.)		
			COST CENTER REQUEST	\$58,477

2. **TAX BILLING AND COLLECTION** – The function of this center is the billing and collection of all types of taxes, including real estate, personal property, motor vehicle excise, farm animal and sewer betterments. Detailed collection records are kept, leaving an appropriate audit trail and all receivables are reconciled monthly. The center also includes the annual tax takings, tax title accounting and collections, and the land court foreclosure program, as well as the preparation of various documents such as Certificates of Municipal Liens. **New in FY10: Increase in Demand Fee from \$5.00 to \$15.00. Increase in cost of Municipal Lien Certificates from \$25.00 per parcel to \$50.00 per parcel.**

FY08	FY09			
16,200	17,200	Real Estate & Personal Property issued		
32,400	34,400	Real Estate & Pers Prop collected, posted		
19,600	18,775	Motor Vehicle Excise bills		
2,940	2,816	Motor Vehicle demand bills		
647	638	Certificates of Municipal Liens		
\$91,609.96	\$103,684.98	Tax Title pmts. & int. collected	COST CENTER REQUEST	\$112,197

3. **UTILITIES COLLECTIONS** – This center's function is the collection of payments for the Water/Sewer, Light, and Solid Waste Departments. Monies are collected by mail, at the counter, through a lockbox, and on receipt from the Municipal Light Department, and 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.

FY09	FY10			
145,164	169,956	Approximate Utility Bills collected	COST CENTER REQUEST	\$31,286

TREASURER/COLLECTOR

4. **ACCOUNTS PAYABLE PROCESSING** – This center's function is the reconciliation and disbursement of accounts payable checks after vendor payments have been approved and processed by Accounting. 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.

FY09	FY10	
7,000	7,000	Accounts Payable Checks
10	11	Segregated Cash Accounts

COST CENTER REQUEST \$18,195

5. **PAYROLL/EMPLOYEE BENEFITS** – The function of this center is the payment of all Town of Holden employees and the administration of employee benefits. Besides the processing of biweekly payroll checks and direct deposits, this center includes the administration of employee benefits such as life and health insurance (including retiree billing and reconciliation), disability insurance, regional retirement, union dues, and tax-deferred compensation. Includes 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 required for state and federal taxes, and W-2 forms are issued annually. **New in FY10: Addition of EMS/Ambulance personnel. Addition of Flexible Spending Account (FSA) and Health Reimbursement Arrangement (HRA) for benefits-eligible employees, following implementation of new insurance plan design with additional co-pays.**

FY09	FY10	
6,000	6,250	Approx Payroll Checks

COST CENTER REQUEST \$46,400

TOTAL COST CENTER REQUEST \$266,555

DEPARTMENT Finance	FUNCTION Treasury/Collection	FUNCTION CODE 01-145
DEPARTMENT HEAD Nancy T. Galkowski	PREPARED BY Jean T. Berg	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
190,220	189,355	198,342	Salary & Wages	195,955	195,955
53,384	59,600	59,600	Operating Expense	70,600	70,600
243,604	248,955	257,942	Total Budget	266,555	266,555

FINANCING PLAN

40,000	40,000	40,000	Light Reimbursement	40,000	40,000
8,750	8,750	8,750	Water/Sewer Reimburse	8,750	8,750
10,000	10,000	10,000	Recreation Reimburse	10,000	10,000
16,475	15,000	22,500	Cert. of Municipal Liens	30,000	30,000
6,404	5,000	8,000	Private Duty Surcharge	7,000	7,000
1,543	1,500	1,500	Insf Check Charges	1,500	1,500
140	200	200	Cert. to Dissolve Betterments	200	200
8,840	6,000	7,500	Motor Vehicle Fees	7,500	7,500
12	0	0	Miscellaneous Vehicle Rental	0	0
208	200	200	Surcharge	200	200
110,971	92,000	149,000	Tax Interest	149,000	149,000
300,054	300,000	200,000	Investment Income	150,000	150,000
503,397	478,650	447,650	Total	404,150	404,150

Notes

Approved fee increase in FY 10

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
69,086	69,086	69,774	5111 Treasurer/Collector	71,165	71,165
120,182	119,269	127,568	5112 Clerical	123,790	123,790
952	1,000	1,000	5132 Overtime	1,000	1,000
190,220	189,355	198,342	*Total Salary & Wages*	195,955	195,955
4.00	4.00	4.00	# Personnel F/T	4.00	4.00
0.00	0.00	0.00	# Personnel P/T	0.00	0.00
1,940	1,500	1,500	5242 Equipment Maintenance	1,500	1,500
4,891	4,000	4,000	5301 Tax Title/Advertising	4,000	4,000
6,979	10,000	10,000	5305 Tax Foreclosure	10,000	10,000
15,955	17,500	17,500	5343 Postage	18,500	18,500
1,663	2,000	2,000	5421 Office Supplies	2,000	2,000
474	500	500	5422 Payroll Supplies	500	500
43	1,500	1,500	5423 Envelopes	1,500	1,500
7,523	8,000	8,000	5580 Billing Expense	8,000	8,000
1,000	1,500	1,500	5710 Car Allowance	1,500	1,500
460	600	600	5731 Association Dues	600	600
889	1,000	1,000	5733 Training/Education	1,000	1,000
11,567	11,500	11,500	5784 Bank Charges	11,500	11,500
0	0	0	GASB #45	10,000	10,000
53,384	59,600	59,600	*Total Expense*	70,600	70,600
243,604	248,955	257,942	*Total Budget*	266,555	266,555

Notes
Anticipate 5% increase in postage rates & number of bills
Bi-annual GASB 45 actuarial study detailing our OPEB liability

BOARD OF ASSESSORS

1. **LEADERSHIP** - The Principal Assessor serves as department head, chairman of the Board of Assessors, and assumes overall responsibility of administration and assessment functions. The Assessors are actively involved in all cost centers including policy, procedures, contracts, mandated reports, appraisals and Appellate Tax Board defense.

COST CENTER REQUEST \$50,857

2. **PROPERTY VALUES** - State law requires property assessments to be equitably and fairly assessed. Revaluations must be conducted every three years. Interim Year Adjustments are required every year. This cost center includes sales analysis, review of commercial and industrial market indicators, property inspections, including building permits, renovations, new construction, a systematic reinspection program and updating tax maps.

Parcel Count	FY 2010	8,393	FY 2011	8,493
New Growth	FY 2010	21.5 mil	FY 2011	18 mil

COST CENTER REQUEST \$120,502

3. **REAL ESTATE TAXATION** - The assessors must annually assess taxes to cover state, county and local appropriations. Real and Personal Property valuations, New Growth Values, Public Hearings and Recapitulation Sheets must be completed before setting the tax rate. Deed transfers, grantor/grantee records and property value cards must be updated. Preparation of commitment sheets, tax bills, abatement and exemption certificates are included in this cost center. Supplemental Tax Bills on New Construction must be calculated and prepared.

Tax Bills Issued Annually	FY 2010	8,734	FY 2011	8,800
Supplemental Tax New Construction	FY 2010	\$26,110	FY 2011	\$20,000

COST CENTER REQUEST \$16,018

BOARD OF ASSESSORS

- 4. MOTOR VEHICLE EXCISE** – Chapter 60A imposes an excise tax for the privilege of registering a motor vehicle or a trailer in the Commonwealth of Massachusetts. This cost center involves the issuance of motor vehicle excise bills and the abatement process of these bills. It also includes the issuance of Farm, Owner Contractor, Dealer and Repair Plate Excise, warrants to collector, commitment sheets, monthly lists and totals.

Motor Vehicle Bills Issued	FY 2010	18,175	FY 2011	18,175
Excise Abatements	FY 2010	874	FY 2011	874
Excise Revenue Generated	FY 2010	1.97 mil	FY 2011	1.90 mil

COST CENTER REQUEST \$19,819

- 5. OTHER REVENUES** - This center administers the following: Special taxation of Forest, Agricultural, and Recreational Land, Withdrawal Penalties, In-Lieu of Tax Payments, Farm Animal Excise, apportioned sewer betterments, connection loans, septic liens, water liens, light liens, interest and charges added to taxes.

Sewer Betterments	FY2010	2,893	FY2011	2,893
Connection Loans	FY2010	673	FY2011	673

COST CENTER REQUEST \$5,715

- 6. PUBLIC INQUIRY/ASSISTANCE** - Informational requests come from property owners and real estate professionals seeking assessment and tax information, tax maps, elderly, veteran and blind exemptions, list of abutters, forest and farm classification, sewer betterment pay-offs, etc. Public access terminal provides real estate data. Assessors' real estate web site database at www.townofholden.net provides real estate assessment information as well as GIS (Geographic Information System) data on line.

Informational Requests	FY2010	3,000	FY2011	3,000	Web
Site Parcel Hits	FY2010	45,000	FY2011	45,000	

COST CENTER REQUEST \$14,693

TOTAL COST CENTER REQUEST \$227,604

DEPARTMENT Assessors	FUNCTION Assessment/Taxation	FUNCTION CODE 01-141
DEPARTMENT HEAD Beverly Potvin Kenniston	PREPARED BY Beverly Potvin Kenniston	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
193,956	197,248	199,153	Salary & Wages	204,804	204,804
49,899	22,150	22,500	Operating Expense	22,800	22,800
243,855	219,398	221,653	Total Budget	227,604	227,604

FINANCING PLAN					
1,971,896	1,925,000	1,900,000	Motor Vehicle		
62,873	68,221	68,221	Excise	1,900,000	1,900,000
767,553	767,553	767,553	Worcester in Lieu Tax	68,221	68,221
0	46,195	92,390	DCR in Lieu Tax	767,553	767,553
2,563	2,578	2,578	Urban		
1,198	1,257	1,257	Development	46,195	46,195
26,110	25,000	20,000	Holden Housing in Lieu		
113	200	61	Tax	2,578	2,578
2,832,306	2,836,004	2,852,060	Farm Animal/Forest	1,257	1,257
			Products	20,000	20,000
			Supplemental Tax	60	60
			Miscellaneous		
			Total	2,805,864	2,805,864

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
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78,620	78,620	79,404	5110	Principal Assessor	80,985	80,985
68,458	68,459	69,142	5112	Clerical	70,516	70,516
42,278	43,969	44,407	5119	Data Collector	47,103	47,103
1,600	3,200	3,200	5120	Board of Assessors	3,200	3,200
3,000	3,000	3,000	5126	Mapper	3,000	3,000
193,956	197,248	199,153		*Total Salary & Wages*	204,804	204,804

4.00	4.00	4.00		# Personnel F/T	4.00	4.00
3.00	3.00	3.00		# Personnel P/T	3.00	3.00

682	450	650	5242	Equipment Maintenance	650	650
1,388	1,650	1,650	5343	Postage	1,650	1,650
2,306	2,500	2,500	5421	Office Supplies	2,500	2,500
4,392	2,500	3,000	5422	Printing	3,000	3,000
1,997	3,000	3,000	5510	Personnel Training	3,000	3,000
3,300	3,300	3,300	5710	Car Allowance	3,300	3,300
1,484	3,000	3,000	5711	Mileage Reimbursement	3,000	3,000
382	400	400	5720	Out of State Travel	400	400
376	500	500	5731	Association Dues	500	500
157	350	300	5732	Subscriptions	300	300
405	1,000	700	5784	Deeds/Abstracts	1,000	1,000
32,500	3,000	3,000	5791 C	Revaluation	3,000	3,000
530	500	500	5794	Office Equipment	500	500
49,899	22,150	22,500		*Total Expense*	22,800	22,800
243,855	219,398	221,653		*Total Budget*	227,604	227,604

Notes

LEGAL

- 1. LEGAL SERVICES** - 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.

COST CENTER REQUEST	\$135,000
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TOTAL COST CENTER REQUEST	\$135,000
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DEPARTMENT Legal	FUNCTION Legal Services	FUNCTION CODE 01-1512
DEPARTMENT HEAD	PREPARED BY	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
200,694	135,000	202,572	Operating Expense	135,000	135,000
200,694	135,000	202,572	Total Budget	135,000	135,000

FINANCING PLAN

200,694	135,000	202,572	General Fund	135,000	135,000
200,694	135,000	202,572	Total	135,000	135,000

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description		Request FY 2011	Manager FY 2011
93,480	85,000	85,000	5300	Town Counsel Collective	85,000	85,000
107,214	50,000	80,000	5302	Bargaining Town Manager	50,000	50,000
0	0	11,553	5303	N Contract Town Manager	0	0
0	0	26,019	5304	N Search	0	0
200,694	135,000	202,572		*Total Expense*	135,000	135,000
200,694	135,000	202,572		*Total Budget*	135,000	135,000

Notes

TOWN CLERK

1. **LEADERSHIP** – This center reflects the costs associated with the leadership and management of all functions of the Town Clerk Department. Those responsibilities include staff training, budget preparation, review of departmental policies and procedures, election oversight, and meetings with other town, state and federal officials and the public. The Town Clerk provides tours and information on town government and history to school children and other groups. The Town Clerk serves as chief election official, parking clerk, and member of the Board of Registrars of Voters.

COST CENTER REQUEST \$47,467

2. **VITAL STATISTICS** – Births, deaths, marriages and burial permits, including on-line requests: recording, indexing, establishing, amending, issuing certified copies, record preservation, genealogical research, and monthly reporting to the State Vital Registry.

Items Processed	FY09	2,316	FY10	2,400 est.	FY11	2,400 est.
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COST CENTER REQUEST \$24,273

3. **MISC. FILINGS/SERVICES** – Includes such items as public information requests, meeting notices, minutes of meetings, decisions and plans for all boards, recording appointments to boards, administering qualifying oath to elected and appointed town officials and state appointees, cable tv notices, town sign, employment notices, passport applications, state tax liens and utility pole locations.

Items Processed	FY09	3,228	FY10	3,000 est.	FY11	3,000 est.
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COST CENTER REQUEST \$23,123

4. **LICENSES/PERMITS/VIOLATIONS** – Includes licenses for Selectmen, drainlaying, flammable storage, raffles, parking tickets, dogs, fishing and hunting. 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, licenses prepared upon approval by Selectmen, preserved as permanent records, reports prepared and forwarded to state agencies, and annual on-line licensee submission to DOR.

Items Processed	FY09	4,006	FY10	3,900 est.	FY11	3,900 est.
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COST CENTER REQUEST \$23,873

TOWN CLERK

- 5. CENSUS/VOTER REGISTRATION/ELECTIONS** – Includes conducting the annual census, data entry of census information, preparation of annual register, street list, voting list, jury list, voter registration, certification of signatures on nomination papers and petitions, providing election information, staff training, setting up polls, absentee ballots, election day procedures, tallying results and transmitting same to the Secretary of State. All information is maintained on the Mass. Central Voter Registry computer system.

Population	FY09	17,894	FY10	18,000 est.	FY11	18,100 est.
Voters	FY09	11,648	FY10	12,000 est.	FY11	12,000 est.
Items Processed	FY09	13,660	FY10	12,000 est.	FY11	12,000 est.
Number of Elections	FY09	3	FY10	4 est.	FY11	4 est.

COST CENTER REQUEST \$69,794

- 6. TOWN MEETINGS** – Advance preparation, 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.

Number of Town Meetings	FY09	2	FY10	3 est.	FY11	3 est.
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COST CENTER REQUEST \$28,029

TOTAL COST CENTER REQUEST \$216,559

DEPARTMENT Town Clerk	FUNCTION Town Clerk	FUNCTION CODE 01-161
DEPARTMENT HEAD Kathleen M. Peterson	PREPARED BY Kathleen M. Peterson	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
169,249	168,925	170,412	Salary & Wages	185,384	185,384
25,809	29,200	29,206	Operating Expense	31,175	31,175
195,058	198,125	199,618	Total Budget	216,559	216,559

FINANCING PLAN					
22,486	20,000	13,000	Fees	13,000	13,000
980	350	350	Selectmen License Fee	350	350
1,300	100	600	By-law Reg Citation	600	600
150	100	100	Record Deed Cemetery	100	100
19,964	17,000	17,000	Licenses & Permits	17,000	17,000
75	100	100	Miscellaneous	100	100
150,103	160,475	168,468	General Fund	185,409	185,409
195,058	198,125	199,618	Total	216,559	216,559

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
69,086	69,087	69,770	5110	Town Clerk	71,165	71,165
79,267	81,086	81,890	5112	Clerical	85,477	85,477
4,961	5,650	5,650	5125	Registrar/Census Coll.	5,650	5,650
15,440	12,810	12,810	5126	Election/Tn Mtg Pers.	22,360	22,360
495	292	292	5132	Overtime	732	732
169,249	168,925	170,412		*Total Salary & Wages*	185,384	185,384
3.00	3.00	3.00		# Personnel F/T	3.00	3.00
55.00	57.00	57.00		# Personnel P/T	57.00	57.00
2,514	5,000	5,000	5242	Equipment Maintenance	5,170	5,170
1,884	1,600	1,600	5311	Record Preservation	1,835	1,835
2,290	1,500	1,500	5343	Postage	2,320	2,320
2,535	3,000	3,000	5421	Office Supplies	3,000	3,000
3,034	5,780	5,780	5422	Printing	5,800	5,800
5,496	3,400	3,400	5582	Election/TnMtg Expenses	4,400	4,400
4,527	5,200	5,200	5583	Census Mileage	5,200	5,200
293	200	200	5711	Reimbursement	300	300
315	320	320	5731	Association Dues	325	325
276	300	306	5732	Subscriptions	325	325
922	1,000	1,000	5733	Education	1,000	1,000
1,723	1,500	1,500	5794	Office Equipment	1,500	1,500
0	400	400	5720	Out of State Travel	0	0
25,809	29,200	29,206		*Total Expense*	31,175	31,175
195,058	198,125	199,618		*Total Budget*	216,559	216,559

INSURANCE

This cost center covers all types insurance for the Town, including: property and general liability; workers compensation; employee health, life and Medicare insurance; unemployment compensation; police, fire, and ambulance accident insurance; and public officials' bonds. **New in FY11:**

- **Health and Life Insurance and Medicare budgets include costs for an expected 4 additional employees of the Fire Department's EMS service.**
- **Flexible Spending Account was implemented in FY10. FY11 budget is based upon a 10% increase in the number of employees enrolling, but does not include a one-time account set-up fee, thus decreasing the total budget.**
- **Health Reimbursement Arrangement was also implemented in FY10, and the amount budgeted is an estimate of what will be required to reimburse eligible employees.**
- **The premium costs for the Property & Liability Insurance, as well as Workers' Compensation, have now been allocated across these additional funds: Recreation Programs (2%), Recreation After School Program (1%), Cable TV (.5%). Those amounts will be included in those budgets located elsewhere in this budget booklet, as are the allocations to the Light Department (20%) and the Water/Sewer Fund (10%). Only the General Fund portions (66.5%) are included in this budget.**
- **EMS Accident Insurance had been budgeted last year as a separate line item but is included in the Fire Accident budget for FY11.**

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

The Town is reimbursed by the Wachusett Regional School District for the cost of insurance coverage for school retirees.

COST CENTER REQUEST \$1,849,715

DEPARTMENT Non-Departmental	FUNCTION Insurance	FUNCTION CODE 01-900
DEPARTMENT HEAD	PREPARED BY Jean T. Berg	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
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1,425,341	1,558,750	1,518,994	Operating Expense	1,849,715	1,755,890
1,425,341	1,558,750	1,518,994	Total Budget	1,849,715	1,755,890

FINANCING PLAN					
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1,425,341	1,558,750	1,518,994	General Fund	1,849,715	1,755,890
1,425,341	1,558,750	1,518,994	Total	1,849,715	1,755,890

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011	Notes
33,012	35,000	35,000	5171 Workers Compensation	33,915	33,915	Included with Fire Insurance
56,066	62,600	62,600	5173 Town Medicare	75,000	75,000	
8,100	8,450	8,450	5174 Life Insurance	8,600	8,600	
1,158,009	1,232,000	1,232,000	5175 Health Insurance	1,450,000	1,450,000	
0	0	0	5176 School Ret Life Insurance	825	0	
0	0	0	5178 School Ret Health Insurance	93,000	0	
9,794	20,000	20,000	5740 Unemployment Insurance	20,000	20,000	
135,303	150,000	124,472	5741 Property/General Liability	129,675	129,675	
3,076	3,100	3,100	5742 Police Accident Insurance	3,100	3,100	
20,955	21,000	22,585	5743 Fire Accident Insurance	23,500	23,500	
1,026	1,100	1,100	5744 Official Bonds	1,100	1,100	
0	2,500	0	5745 EMS Insurance (D & D)	0	0	
0	8,000	4,687	5746 Flexible Spending Account	6,000	6,000	
0	15,000	5,000	5747 Health Reimbursement Account	5,000	5,000	
1,425,341	1,558,750	1,518,994	*Total Expense*	1,849,715	1,755,890	
1,425,341	1,558,750	1,518,994	*Total Budget*	1,849,715	1,755,890	

RETIREMENT

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

Each year, a report is submitted to the Retirement Board which contains the aggregate annual eligible salaries as of September 30th of all Holden employees who are members of the retirement system. The apportionment of the base retirement assessment for the following fiscal year is based upon the ratio of the salaries of each fiscal entity's employees to the total of all the salaries.

This Cost Center request is for only the General Fund portion of the assessment. The balance of the assessment will be budgeted from the other funds in the proportions show below, based upon the salary report as of September 30, 2009. **As we did in FY10, we will be taking 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.**

Fund	Salaries	Percentage	Assessment
<i>Light</i>	\$995,186.77	14.31%	\$137,392
Water/Sewer	\$426,464.85	6.13%	\$58,506
Recreation Programs	\$69,086.18	.99%	\$8,652
Recreation After School	\$72,525.35	1.04%	\$9,089
Solid Waste	\$22,571.41	.32%	\$2,797
Inspections	\$92,389.04	1.33%	\$11,624
Cable TV	\$59,691.74	.86%	\$7,516
General Fund	\$5,217,562.70	75.02%	\$687,705
Total	\$6,955,478.04	100.00%	\$923,281

COST CENTER REQUEST \$687,705

DEPARTMENT Non-Departmental	FUNCTION Retirement Assessment	FUNCTION CODE 01-911
DEPARTMENT HEAD	PREPARED BY Jean T. Berg	

TOWN MANAGER HIGHLIGHTS

The FY11 retirement budget is based upon the assessment as received from Worcester Regional Retirement in January, 2010. There was generally an 11% increase in assessments to members from the Retirement Board. Additionally, Holden's share of the total Worcester Regional Retirement assessment increased from 2.961% in FY10 to 2.988% in FY11. **As was the case in FY10, the Town will take advantage of a 2% early payment discount offered by the Retirement Board to members who opt to pay the entire assessment in July, rather than paying it half in July and half in January. This method of payment reduced the Town assessment by more than \$18,000.**

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
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591,126	631,711	631,711	Operating Expense	687,705	687,705
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591,126	631,711	631,711	Total Budget	687,705	687,705
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FINANCING PLAN

591,126	631,711	631,711	General Fund	687,705	687,705
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591,126	631,711	631,711	Total	687,705	687,705
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Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
591,126	631,711	601,043	5177 Retirement	655,657	655,657
0	0	30,668	Pension Surcharge	32,048	32,048
0	0	0	Workers' Comp One-Time Charge	0	0
591,126	631,711	631,711	*Total Expense*	687,705	687,705
591,126	631,711	631,711	*Total Budget*	687,705	687,705

Notes

DEBT

This cost center covers the principal and interest payments due during FY11. As of June 30, 2009, the total long-term debt outstanding for the Town of Holden was \$51,153,524.67, of which \$16,272,544.50 is considered to be inside the debt limit, and \$34,880,980.17 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 Town's current EQV is \$2,278,014,300 resulting in a debt limit of \$113,900,715. 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.

This cost center total includes the annual transfer into the Infrastructure Investment Fund, even though this will be voted at town meeting as a special article and not as part of the general government budget. This cost center total *does not* include the amount which must be transferred out of the Infrastructure Investment Fund to pay debt service, even though the figures are shown on this budget page. That transfer must also be voted as a special article at town meeting.

COST CENTER REQUEST: \$3,820,744

DEPARTMENT	FUNCTION	FUNCTION CODE
Non-Departmental	Debt Service	01-710
DEPARTMENT HEAD	PREPARED BY Jean T. Berg	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
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3,524,089	3,727,281	3,712,323	Operating Expense	3,820,744	3,820,744
3,524,089	3,727,281	3,712,323	Total Budget	3,820,744	3,820,744

FINANCING PLAN					
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2,050,210	1,870,996	1,870,996	SBAB	1,312,868	1,312,868
71,942	71,942	71,942	Connection Loan	71,230	71,230
1,401,937	1,784,343	1,769,385	General Fund	2,436,646	2,436,646
3,524,089	3,727,281	3,712,323	Total	3,820,744	3,820,744

Notes

Actual	Budget	Estimate	Object			Request	Manager
FY 2009	FY 2010	FY 2010	Description			FY 2011	FY 2011
EXEMPT DEBT							
49,152	0	0	5910	DE	Library	0	0
181,248	0	0	5912	DE	Mountview	0	0
2,802,394	2,803,839	2,803,839	5921	DE	School Building	2,809,664	2,809,664
366,587	373,138	373,138	5929	DE	Public Safety Building	374,200	374,200
3,399,381	3,176,977	3,176,977	sub-total			3,183,864	3,183,864
NON-EXEMPT DEBT							
48,920	46,980	46,980	5915		Quint Fire Truck	45,000	45,000
3,847	3,847	3,847	5925		Septic Repair	3,873	3,873
71,941	71,942	71,942	5928		Connection Loan Debt	71,230	71,230
	22,000	7,042			Ice Storm Interest	0	0
124,708	144,769	129,811	sub-total			120,103	120,103
INFRASTRUCTURE INVESTMENT FUND							
0	124,835	124,835	5918	A	Infrastructure Investment	236,077	236,077
0	64,000	64,000	5919	A	Underground Utilities	64,000	64,000
0	50,000	50,000	5891	A	Senior Center	50,000	50,000
0	0	0	5927	A	Municipal Pool	See Note	
0	41,700	41,700		A	Public Building Repairs	41,700	41,700
0	75,000	75,000	5923	A	Public Safety Building	75,000	75,000
0	50,000	50,000	5924	A	Zottoli Purchase/Rec Fields	50,000	50,000
0	405,535	405,535	sub-total			516,777	516,777
3,524,089	3,727,281	3,712,323	*Total Expense*			3,820,744	3,820,744
3,524,089	3,727,281	3,712,323	*Total Budget*			3,820,744	3,820,744

Notes
<p>EXEMPT DEBT: General Funds debt that is debt-excluded from Prop 2-1/2. The total will be reduced by SBA reimbursement of \$1,870,996 for a net debt exclusion of \$1,312,9868. This figure 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. Please note: Debt Service for Public Safety Building is split between Debt-Excluded appropriation on the tax rate and Infrastructure Investment Fund. (See IIF Below)</p>
<p>TRANSFER INTO IIF: The amount to be transferred from the General Fund into the Infrastructure Investment Fund as the GF portion of the offset for projects for which the debt service is paid or has been paid out of the IIF. These dollars are included in the Debt Service Budget so that the expense may be accounted for in the budget process. Included in the Recreation budget is an additional \$116,053 to be transferred from the Recreation Revolving Fund into the IIF to offset a portion of the Municipal Pool debt. Those funds will be included in the total (\$632,830) to be transferred into the IIF by Special Article . Transfers into the IIF require only a majority vote at town meeting.</p>

			<u>Infrastructure Investment Fund</u>		
0	0	0	Underground Utilities	0	0
165,488	157,800	157,800	Senior Center	0	0
210,428	210,853	210,853	Municipal Pool	216,053	216,053
195,000	195,000	195,000	Public Safety Building	195,000	195,000
570,916	563,653	563,653	*Total*	411,053	411,053

TRANSFER OUT OF IIF: Projects whose debt service this year will be funded by a transfer from the IIF. This transfer of \$411,053 requires a Special Article and 2/3rds approval at town meeting.

DEPARTMENT OF GROWTH MANAGEMENT

The Town has recognized the need for comprehensive management of growth and development of land and natural resources in conformance with applicable law and to the benefit of all residents of the community. The Department of Growth Management was created to increase the overall coordination of development goals among planning, inspection and health services, and to streamline and facilitate the process of issuing permits and licenses. Traditionally, these areas have served a critical and important function of managing growth, community development, and health, but functioned as separate but interrelated departments.

The reorganization of the various growth planning/enforcement agencies resulted in “one-stop” access to the approval process for any permits or certificates under the control of the Departments of Planning and Economic Development, Building Inspection and Board of Health and provide overall management efficiencies and control. Each department continues to operate under its statutory auspices but with a unified leadership and coordination aimed at providing efficient, lawfully compliant and cost effective service to the public.

Organizationally, the position of Director of Growth Management reports directly to the Town Manager and is responsible for overall management and supervision of the Department's staff and resources. The positions of Senior Planner, Health Agent and Building Commissioner report to the Director. Staff support continues to be provided by the Building Commissioner, Senior Planner, and Health Agent to the following boards and agencies: Planning Board, Zoning Board of Appeals, Board of Health, Historic District Commission, Conservation Commission, CMRPC/WRTA, and Economic Development Commission. The reorganization, while providing better service to the public, does not require additional tax-supported appropriation. A budget narrative for each Department of Growth Management Division follows:

Division of Planning and Economic Development

The Division of Planning and Economic Development coordinates the development of long-range planning goals and objectives that promote and enforce the health, safety and general welfare of the community. Professional and technical support is provided to the Planning Board, the Economic Development Commission, and Town management and staff. The Division also provides other organizations and the public with technical and procedural advice on related projects. The activities of the Planning and Economic Development Division focus on a wide range of planning issues associated with the management of Town growth and economic development such as subdivision review, and the development of commercial and industrial projects.

DEPARTMENT OF GROWTH MANAGEMENT

Division of Building and Zoning

The Building and Zoning Division is responsible for the review and permitting of all residential, commercial and industrial building construction, renovation and repair to assure that it complies with the state Building Code and the Holden Zoning By-law. As such, this Division is charged with fairly and consistently enforcing all Code and By-law requirements to maintain the health, safety and general welfare of the community. The Building and Zoning Division is the designated enforcement agent for the Zoning By-law and therefore provides support, technical advice, opinion, and expertise to the Zoning Board of Appeals, the Planning Board and other boards and commissions, and provides information and advice to other organizations and the general public.

Division of Health and Environmental Protection

The Division of Health and Environmental Protection provides planning, review and enforcement services in the areas of public health inspections, environmental protection and public health. In carrying out the enforcement of local, state and federal regulations in the areas of health and environment, the Division's overall mission is to promote and protect the health, safety and welfare of the community. The activities of this Division include a wide variety of health and environmental issues such as inspections, permitting, technical plan review, testing and monitoring, and enforcement and promotion of regulations that protect the public. In carrying out these responsibilities, the Division provides staff support and technical expertise to the Board of Health and other boards and organizations, state agencies, town staff and the general public.

1. **Administration, Coordination, and Technical Assistance** - The Director of Growth Management administers and supervises all departmental activities including those of support staff and various consultants. The Director is actively involved in all cost centers and represents the interests and goals of the Department to the Town Manager, boards and committees, and other governmental agencies and departments as required. The Senior Planner and Conservation Agent, Board of Health Agent, and Building Commissioner are responsible for administering the activities of their respective divisions and for planning and coordinating their activities within the context of the general mission of the Department.

COST CENTER REQUEST \$59,056

DEPARTMENT OF GROWTH MANAGEMENT

2. **Environmental, Zoning and Technical Review** - This cost center is directly responsible for the physical environment of the Town. Zoning compliance, Environmental protection, and Public Health protection are the specific areas of focus. Technical review encompasses regulatory compliance, technical assistance, and the coordination of design professionals in the process of applications before the Planning Board, Conservation Commission, Board of Health, Zoning Board of Appeals, Historic District Commission, Affordable Housing Committee, and other committees created by action of the Town Manager. Variance relief, subdivision plans, site plan review, wetlands protection, historic preservation, affordable housing, economic development, and open space protection are a sample of the areas represented in this cost center.

COST CENTER REQUEST \$109,772

3. **Planning, Economic Development, and Grantsmanship** - Comprehensive planning includes intermediate and long range efforts at growth management through the implementation of appropriate zoning and subdivision control strategies. Coupled with this effort are those initiatives to diversify and promote Holden's existing non-residential business interest. Housing diversity, open space acquisition and planning integrated with recreational planning are all part of this effort. Coordination of efforts with the Central Massachusetts Regional Planning Commission, the Worcester Regional Transportation Authority, the Worcester Regional Chamber of Commerce, and the Massachusetts Water Resources Authority constitute a major component of this cost center. Revising existing plans currently in place is another component of this cost center. Support of the creation of a town GIS System, a Comprehensive Housing Plan, adaptive reuse of old buildings, and the creation of a Strategic Development Plan for the Town are continuing efforts.

COST CENTER REQUEST \$57,502

TOTAL COST CENTER REQUEST \$226,330

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

TOWN MANAGER HIGHLIGHTS

Includes a half time conservation agent as recommended by the Holden Tomorrow master planning process. Position is funded by Conservation Commission filing fees.

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
177,052	175,817	177,045	Salary & Wages	188,730	181,230
26,756	38,000	36,220	Operating Expense	37,600	37,600
203,808	213,817	213,265	Total Budget	226,330	218,830

FINANCING PLAN						
10,440	16,000	15,350	4320	Filing Fees	16,000	16,000
3,074	1,000	750	4321	Trash Fees	1,000	1,000
1,100	3,000	6,000	4322	Zoning Fees	3,000	3,000
21,235	23,000	22,500	4420	Licenses and Permits	23,000	23,000
				Conservation		
0	0	7,500		Fees	7,500	0
5,936	300	200	4840	Miscellaneous	300	300
162,023	170,517	160,965		General Fund	175,530	175,530
203,808	213,817	213,265		Total	226,330	218,830

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011	Notes
20,784	23,586	23,825	5110	Director of Growth Management	24,296	24,296	30%
69,086	69,086	69,780	5111	Senior Planner	71,165	71,165	100%
31,295	30,263	30,265	5112	Clerical	31,544	31,544	30%; 35%; 50%
53,341	49,282	49,775	5114	Health Agent	50,275	50,275	90%
0	0	0	5119	Zoning Officer Part Time	0	0	
0	0	0	5120	N Conservation Agent PT	7,500	0	
1,218	2,000	1,850	5122	Clerical Meetings	2,200	2,200	Cons/HDC Meetings - Part Time Employees
1,328	1,600	1,550	5132	Overtime	1,750	1,750	Planning/Zoning/Health Meetings - Full Time
177,052	175,817	177,045		*Total Salary & Wages*	188,730	181,230	
5.00	5.00	5.00		# Personnel F/T	5.00	5.00	
1.00	1.00	1.00		# Personnel P/T	2.00	1.00	
8,688	0	0	5298	Earth Day	0	0	
1,800	1,500	1,500	5299	Greenways Task Force	1,500	1,500	
1,515	2,000	2,000	5301	Advertising	2,000	2,000	
1,650	5,000	5,000	5303	Consulting Services	5,000	5,000	
243	1,800	1,750	5311	Software Purchase	1,800	1,800	
804	1,100	1,100	5340	Cell Phones	1,100	1,100	
23	4,250	3,780	5343	Postage	4,250	4,250	
2,248	4,000	3,850	5421	Office Supplies	4,000	4,000	
1,176	1,800	1,600	5500	Public Health Nursing	2,000	2,000	
340	1,500	1,250	5509	Train/Educ/Programs	1,400	1,400	
0	750	650	5510	Technical Ref Books	500	500	
0	1,500	1,400	5582	Non Capital Equipment	1,500	1,500	
3,900	4,800	4,500	5711	Mileage Reimbursement	4,500	4,500	
3,672	3,700	3,765	5730	CMRPC Dues	3,800	3,800	
660	1,200	1,100	5731	Association Dues	1,200	1,200	
37	300	225	5732	Publications	300	300	
0	1,000	750	5733	Expense of Meetings	750	750	
0	0	250	5791	Economic Dev Commission	250	250	
0	1,800	1,750	5794	Hardware Purchase	1,750	1,750	
26,756	38,000	36,220		*Total Expenses*	37,600	37,600	
203,808	213,817	213,265		*Total Budget*	226,330	218,830	

	FY 09 Last Year Actual	FY 10 Current Year Budget	FY 10 Current Year Estimates	FY 11 Department Request	FY 11 Manager Approval
PUBLIC SAFETY					
Police Department	1,955,989	2,077,139	2,087,945	2,104,908	2,104,908
Animal Control	41,311	47,558	47,913	49,301	49,301
Sealer Wgts & Measures	3,209	3,300	3,300	3,300	3,300
Fire Department	1,159,101	1,300,658	1,377,376	1,358,413	1,263,413
EMS	154,257	825,254	771,011	1,105,442	855,442
Emergency Management	7,490	23,318	23,318	20,065	20,065
Public Safety Building	0	0	0	117,750	117,750
TOTAL	3,321,357	4,277,227	4,310,863	4,759,179	4,414,179

POLICE DEPARTMENT

- 1. LEADERSHIP** - This cost center 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.

Staff Meetings	FY 10	20	FY 11	20
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COST CENTER REQUEST	\$684,597
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- 2. 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 only 9 housebreaks being reported to the police department last year.

General Patrol	FY 10	390	FY 11	390
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Residential/				
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Commercial Patrols	FY 10	1,719	FY 11	1,719
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COST CENTER REQUEST	\$464,233
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- 3. 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 and 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 has seen an huge increase in Internet related thefts and investigations which are proving to be very time consuming and very difficult to investigate and prosecute.

Crimes Against Persons and Property

Assigned Investigations/Internet	FY 10	475	FY 11	525
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Drug Investigations	FY 10	22	FY 11	16
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COST CENTER REQUEST	\$178,501
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POLICE DEPARTMENT

- 4. TRAFFIC DIVISION** - The main objectives of this cost center 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. The payoff has been to be constantly recognized by the AAA as one of the safest communities in New England for our traffic safety efforts.

Motor Vehicle Citations Issued	FY 10	4,000	FY 11	4,000
School Safety Patrols	FY 10	900	FY 11	900

COST CENTER REQUEST \$425,856

- 5. COMMUNICATIONS** - This cost center 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.

Service Calls	FY 10	13,000	FY 11	13,000
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COST CENTER REQUEST \$324,221

- 6. COMMUNITY POLICING** - This cost center 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.

Proactive Citizen Contacts	FY 10	6,000	FY 11	6,000
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COST CENTER REQUEST \$27,500

TOTAL COST CENTER REQUEST \$2,104,908

DEPARTMENT Police	FUNCTION Police	FUNCTION CODE 01-210
DEPARTMENT HEAD George R. Sherrill	PREPARED BY George R. Sherrill	

TOWN MANAGER HIGHLIGHTS

FINANCING PLAN

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
101,818	98,061	99,042	5110	Admin Chief of Police	101,022	101,022
68,831	71,606	73,038	5111	Admin Labor	76,085	76,085
35,506	35,499	35,838	5112	Admin Clerical DARE/Community	36,578	36,578
1,316	8,500	8,500	5113	Policing	8,500	8,500
266,917	361,979	367,329	5114	Crime Labor	378,483	378,483
119,365	119,365	121,751	5115	Invest Detectives	121,751	121,751
363,692	371,351	372,692	5116	Highway Patrolmen	373,106	373,106
277,772	224,223	222,666	5117	Support Dispatchers Support PT Officers &	232,221	232,221
58,678	65,000	65,000	5119	PSA's	65,000	65,000
10,957	19,000	19,000	5121	School Resource Officer	19,000	19,000
35,823	33,964	34,426	5122	Computer Project Coord.	36,318	36,318
8,202	9,000	9,000	5132	Admin Special Details	9,000	9,000
18,573	34,000	34,000	5134	Court Overtime	35,000	35,000
36,741	43,000	43,000	5135	O T Misc & Training	45,000	45,000
32,569	34,000	34,000	5136	Highway OT Det/Invest	35,000	35,000
5,000	5,000	5,000	5140	Performance Bonus	5,000	5,000
1,075	4,000	4,000	5143	Physical Fitness	3,225	3,225
1,500	1,500	1,500	5144	Education	1,500	1,500
20,938	22,000	22,000	5147	Support Shift Differential	22,000	22,000
3,757	3,760	3,832	5148	Holiday Pay	3,908	3,908
185,063	206,011	206,011	5160	Education Stipend	206,011	206,011
1,654,093	1,770,819	1,781,625		*Total Salary & Wages*	1,813,708	1,813,708
24.00	24.00	24.00		# Personnel F/T	24.00	24.00
12.00	12.00	12.00		# Personnel P/T	12.00	12.00
19,518	17,000	17,000	5212	Utilities	8,000	8,000
8,113	7,500	7,500	5214	Fuel	4,000	4,000
1,337	1,370	1,370	5231	Water/Sewer Equipment	750	750
25,791	36,000	36,000	5242	Maintenance	36,000	36,000

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
11,181	3,500	3,500	5244 Radio Maintenance Generator	3,500	3,500
1,351	700	700	5248 Maintenance	700	700
850	2,000	2,000	5304 Physicals	2,000	2,000
7,600	7,000	7,000	5340 Pager/Cell Phone	7,000	7,000
2,692	2,500	2,500	5342 Radio Lines	2,500	2,500
1,466	2,500	2,500	5343 Postage	2,500	2,500
46,472	45,000	45,000	5410 Petro Products	45,000	45,000
6,455	6,000	6,000	5421 Office Supplies	6,000	6,000
7,922	12,000	12,000	5430 Building Maintenance	3,000	3,000
17,069	16,000	16,000	5480 Vehicle Maintenance	19,000	19,000
190	500	500	5490 Prisoner Food	500	500
11,996	11,000	11,000	5509 Training & Education	12,000	12,000
413	750	750	5510 Safety Programs	750	750
33,051	33,000	33,000	5581 Uniforms	36,000	36,000
13,186	5,000	5,000	5582 Office Equipment	5,000	5,000
752	1,000	1,000	5584 Defib Equipment	1,000	1,000
1,455	1,500	1,500	5731 Association Dues	1,500	1,500
340	1,000	1,000	5732 General Laws	1,000	1,000
369	500	500	5733 Expense of Meetings	500	500
0	500	500	5787 Lockup Fees	500	500
0	30,000	30,000	5788 Traffic Lines	30,000	30,000
49	500	500	5789 Traffic Signs	500	500
82,278	62,000	62,000	5795 C Police Vehicle	62,000	62,000
301,896	306,320	306,320	*Total Expense*	291,200	291,200
1,955,989	2,077,139	2,087,945	*Total Budget*	2,104,908	2,104,908

Notes

ANIMAL CONTROL

1. **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.

Correspondence						
New Dogs/Delinquents	FY 09	1,000	FY 10	1,000	FY 11	1,000

COST CENTER REQUEST	\$18,203
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2. **ASSISTANCE** - 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.

Reports Received	FY 09	500	FY 10	500	FY 11	500
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COST CENTER REQUEST	\$15,528
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3. **INVESTIGATION/ENFORCEMENT** - 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.

Reports Received	FY 09	450	FY 10	450	FY 11	450
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COST CENTER REQUEST	\$15,570
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TOTAL COST CENTER REQUEST	\$49,301
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DEPARTMENT Police Department	FUNCTION Animal Control	FUNCTION CODE 01-292
DEPARTMENT HEAD George Sherrill	PREPARED BY George Sherrill	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
35,040	37,858	38,213	Salary & Wages	39,601	39,601
6,271	9,700	9,700	Operating Expense	9,700	9,700
41,311	47,558	47,913	Total Budget	49,301	49,301

FINANCING PLAN						
0	1,200	1,200	4321	Dog Handling Charges	1,200	1,200
15,000	15,000	15,000	4420	Licenses	15,000	15,000
26,311	31,358	31,713		General Fund	33,101	33,101
41,311	47,558	47,913		Total	49,301	49,301

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
31,774	34,358	34,713	5113	Animal Control Officer	36,101	36,101
2,532	2,750	2,750	5114	Call Outs	2,750	2,750
734	750	750	5132	Overtime	750	750
35,040	37,858	38,213		*Total Salary & Wages*	39,601	39,601
1.00	1.00	1.00		# Personnel F/T	1.00	1.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
0	250	250	5244	Radio Maintenance	250	250
750	750	750	5343	Postage	750	750
1,695	3,750	3,750	5382	Dog Expense	3,750	3,750
2,315	1,750	1,750	5410	Petro Vehicle	1,750	1,750
479	1,000	1,000	5480	Maintenance	1,000	1,000
0	600	600	5510	Education	600	600
844	750	750	5581	Uniforms	750	750
188	750	750	5582	Equipment	750	750
0	100	100	5731	Association Dues	100	100
6,271	9,700	9,700		*Town Expense*	9,700	9,700
41,311	47,558	47,913		*Total Budget*	49,301	49,301

Notes

SEALER WEIGHTS & MEASURES

The Department consists of three cost centers and is under the primary Department of Public Safety. Its main function is consumer protection.

1. **ANNUAL INSPECTION** - 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.

FY 09	154	FY 10	154
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COST CENTER REQUEST	\$3,160
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2. **SELECTIVE ENFORCEMENT** - This includes periodically making unannounced visits to businesses and 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.

FY 09	15	FY 10	15
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COST CENTER REQUEST	\$80
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3. **COMPLAINT INVESTIGATION** - 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.

FY 09	2	FY 10	2
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COST CENTER REQUEST	\$60
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TOTAL COST CENTER REQUEST	\$3,300
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DEPARTMENT Sealer Weights & Measures	FUNCTION Consumer Protection	FUNCTION CODE 01-244
DEPARTMENT HEAD George R. Sherrill	PREPARED BY Edward Seidler	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
2,500	2,500	2,500	Salary & Wages	2,500	2,500
709	800	800	Operating Expense	800	800
3,209	3,300	3,300	Total Budget	3,300	3,300

FINANCING PLAN

1,860	2,500	2,500	Weighings	2,500	2,500
1,349	800	800	General Fund	800	800
3,209	3,300	3,300	Total	3,300	3,300

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
2,500	2,500	2,500	5120	Sealer Wghts/Measures	2,500	2,500
2,500	2,500	2,500		*Total Salary & Wages*	2,500	2,500
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
256	250	250	5582	Supplies	250	250
278	250	250	5710	Car Allowance	250	250
175	300	300	5731	Association Dues/Ed	300	300
709	800	800		*Total Expense*	800	800
3,209	3,300	3,300		*Total Budget*	3,300	3,300

Notes

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. While the primary areas of our focus are fires, explosions, hazardous material response, and EMS (Emergency Medical Services), providing citizens with assistance for domestic emergencies, personal emergencies, and supporting other town departments as needed are also important secondary functions of our organization.

1. **LEADERSHIP** - Plans and directs all operations of the department, sets policies and standard operating guidelines, keeps abreast of changing laws, regulations and rules as they affect the fire service, EMS and the community. Keeps and maintains all required federal, state and local records and issues reports as required. Collaborates with town management to provide the community with the most effective fire, EMS and public safety services possible.

COST CENTER REQUEST \$162,127

2. **FIRE AND ACCIDENT PREVENTION** - Education, inspections, plan reviews, enforcement of laws, regulations and codes for which the Fire Department is responsible are all parts of a coordinated effort to reduce the likelihood of emergencies and to minimize losses from those incidents, should they occur. Inspections are made and records are kept for all permits issued by the Fire Department. Periodic inspections are conducted at all educational and institutional properties as well as annual inspections for places of assembly. Fire safety education programs are provided for various groups. All subdivision and building plans are reviewed for fire safety.

Permits Issued	Act. 2009	395	Est. 2010	1300	Est. 2011	1365
Fire Drills	Act. 2009	34	Est. 2010	50	Est. 2011	50
Plans Reviewed	Act. 2009	130	Est. 2010	100	Est. 2011	110

COST CENTER REQUEST \$120,011

3. **EMERGENCY RESPONSE** - The Fire Department responds to a wide variety of emergency incidents/situations. These include fires, explosions, hazardous material response, as well as medical, domestic, and industrial emergencies on a local and regional level. To meet these expectations and provide quality services during emergencies, manpower, equipment and tools are required.

Emergency Incidents	Act. 2009	1,750	Est. 2010	1,800	Est. 2011	1,950
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COST CENTER REQUEST \$615,408

FIRE OPERATIONS

- 4. EMERGENCY PREPAREDNESS** – Inspects tests and maintains all apparatus, equipment and supplies. Ensures all emergency equipment is fully ready for rapid response. Equipment includes four fire engines, tower, rescue, tanker, 2 ambulances, haz-mat trailer air trailer, boat trailer, light trailer, sign trailer, foam trailer, hoses, SCBA, 2 forestry trucks and all other emergency equipment. This emergency equipment represents approximately three million dollars worth of emergency supplies/equipment that is cared for.

Vehicles Maintained	Act. 2009	13	Est. 2010	15	Est. 2011	18
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COST CENTER REQUEST \$101,923

- 5. TRAINING** - Provides training, education and necessary certifications that are required of all personnel to be prepared in tactics, strategies, procedures, hazardous materials, firefighting and other emergencies. Also provides advanced training for senior officers in scene and department management. Proper training reduces the potential for liability claims and increases successful execution of tasks.

Training Sessions	Act. 2009	30	Est. 2010	30	Est. 2011	30
Recruit Training	Act. 2009	12	Est. 2010	12	Est. 2011	12
Explorer Program	Act. 2009	30	Est. 2010	30	Est. 2011	30

COST CENTER REQUEST \$116,825

- 6. SUPPORT SERVICES** - Provides support for all segments of the department by providing clerical assistance, maintaining records and inventories, maintaining the department web site and providing for the overall operation of the department, including the maintenance of the two fire stations and the department's communications systems.

Information Requests	Act. 2009	4200	Est. 2010	4200	Est. 2011	4400
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COST CENTER REQUEST \$122,118

- 7. CAPITAL** - This center includes replacement and/or addition of vehicles and major equipment in addition to the repairs and/or construction of facilities.

COST CENTER REQUEST \$120,000

TOTAL COST CENTER REQUEST \$1,358,413

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
728,291	756,458	826,696	Salary & Wages	953,413	913,413
340,805	369,200	375,680	Operating Expense	155,000	155,000
90,005	175,000	175,000	Capital Outlay	250,000	195,000
1,159,101	1,300,658	1,377,376	Total Budget	1,358,413	1,263,413

FINANCING PLAN						
500	1,000	200	4320	Fees	500	500
151	0	200	4321	Duty Surcharge	200	200
16,025	15,000	16,000	4420	Licenses & Permits	16,000	16,000
0	0	10,000	N	IOD Insurance		
0	0	0		Receipts	15,000	15,000
0	0	0	4771	Restitution	300	300
185	0	0	4840	Miscellaneous	0	0
0	600,254	600,254		EMS Receipts	700,000	700,000
1,142,240	684,404	750,922		General Fund	626,413	531,413
1,159,101	1,300,658	1,377,576		Total	1,358,413	1,263,413

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description		Request FY 2011	Manager FY 2011
92,852	90,541	94,290	5110	Chief	100,053	100,053
57,336	64,247	64,247	5111	Senior Fire Officer	66,407	66,407
23,658	25,164	26,879	5112	Clerical (75%)	28,393	28,393
316,503	325,611	325,611	5113	Firefighters Full Time	373,816	373,816
24,471	24,472	24,472	5116	Mechanic (50%)	24,961	24,961
6,032	6,034	6,034	5117	Deputy Chief	6,154	6,154
118,483	140,000	140,000	5118	Call Firefighters	142,800	142,800
12,836	15,015	15,015	5119	Clerical Part Time	16,064	16,064
42,507	40,000	100,000	5132	Overtime Weekend	100,000	60,000
14,715	15,335	15,335	5133	Coverage	15,220	15,220
10,038	0	10,000	5141	IOD	15,000	15,000
5,737	6,570	1,200	5147	Shift Lead Pay	1,200	1,200
3,123	3,469	3,613	5148	Holiday Pay	46,651	46,651
0	0	0	5120 N	Fire Dispatch	16,694	16,694
728,291	756,458	826,696		*Total Salary & Wages*	953,413	913,413
9.00	10.00	10.00		# Personnel F/T	10.00	10.00
2.00	1.00	1.00		# Personnel P/T	1.00	1.00
39.00	32.00	32.00		# Personnel On-Call	32.00	32.00
18,813	11,520	18,000	5212	Utilities	12,000	12,000
503	480	480	5231	Water/Sewer	480	480
3,447	6,500	6,500	5244	Radio Maintenance	6,500	6,500
2,463	2,800	2,800	5249	Radio Alarm System	2,800	2,800
1,756	1,600	1,600	5340	Cell Phone/Pagers	3,620	3,620
18,004	18,000	18,000	5410	Petro Products	18,000	18,000
6,509	6,000	6,000	5421	Office Supplies Building	10,000	10,000
7,673	15,000	15,000	5430	Maintenance	10,000	10,000
16,368	19,000	19,000	5480	Vehicle Maintenance	19,000	19,000

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
0	500	500	5490 Emergency Food	500	500
5,428	4,000	4,000	5500 Hepatitis B Inoculation	4,000	4,000
9,563	12,000	12,000	5510 Train/Education/Programs	12,000	12,000
8,358	10,000	10,000	5512 Call Firefighter Retention	10,000	10,000
10,064	15,000	15,000	5581 Uniforms	13,600	13,600
11,232	16,000	16,000	5582 Equipment/Hose	16,000	16,000
1,706	1,500	1,500	5584 Medical Supplies/Equip.	1,500	1,500
950	700	700	5711 Mileage Reimbursement	7,900	7,900
3,672	3,600	3,600	5720 Out of State Travel	3,600	3,600
90,005	100,000	100,000	5870 C Capital Outlay Ambulance	120,000	120,000
214,296	225,000	225,000	5880 Serv/Subsidy	0	0
0	75,000	75,000	5890 A Fire Depreciation Exp.	130,000	75,000
0	0	0	N FT Fire Uniform	3,500	3,500
430,810	544,200	550,680	*Total Expenses*	405,000	350,000
1,159,101	1,300,658	1,377,376	*Total Budget*	1,358,413	1,263,413

Notes

EMS OPERATIONS

The Fire Department provides Emergency Medical Services (EMS) to the community by providing emergency medical response, transportation to area hospital emergency rooms, education on medical emergencies, first aid, and accident prevention.

- 1. LEADERSHIP** - 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. Works to provide the community with the highest quality and most effective emergency medical service.

COST CENTER REQUEST \$134,600

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

Calls responded to:

BLS Transports	Act. 2009	N/A	Act. 2010	315	Est. 2011	315
ALS Transports	Act. 2009	N/A	Act. 2010	735	Est. 2011	735
Refusals for service	Act. 2009	N/A	Act. 2010	200	Est. 2011	200

COST CENTER REQUEST \$515,451

- 3. TRAINING** - Provides EMS training, education, certifications and any recertification/refresher courses to all EMS personnel and to the general public.

In house Training Sessions	Act. 2009	5	Act. 2010	12	Est. 2011	30
State mandated refreshers	Act. 2009	2	Act. 2010	2	Est. 2011	2
Public training sessions	Act. 2009	6	Act. 2010	6	Est. 2011	7

COST CENTER REQUEST \$23,691

EMS OPERATIONS

- 4. SUPPORT SERVICES** - Provides support for all segments of the EMS operation by providing clerical assistance, maintaining records and inventories, maintaining employee records including skill tracking, and working with billing company to maximize income.

Information Requests	Act. 2009	N/A	Est. 2010	1500	Est. 2011	1600	
COST CENTER REQUEST							\$65,800

- 5. BILLING** – Maximize revenue for department as appropriate by overseeing patient invoicing and billing for cost recovery of calls and services.

Incidents Billed:	Act. 2009	N/A	Est. 2010	N/A	Est. 2011	1000	
COST CENTER REQUEST							\$30,900

- 6. CAPITAL** – These costs include replacement and/or addition of vehicles and equipment in addition to the repairs and/or construction of facilities. Request includes capital purchases and stabilization investments.

COST CENTER REQUEST	\$335,000
TOTAL COST CENTER REQUEST	\$1,105,442

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
24,330	612,830	558,587	Salary & Wages	641,382	641,382
22,996	127,424	127,424	Operating Expense	129,060	129,060
106,931	85,000	85,000	Capital Outlay	335,000	85,000
154,257	825,254	771,011	Total Budget	1,105,442	855,442

FINANCING PLAN					
2,710	2,000	2,000	Fees	2,000	2,000
25,050	22,000	22,000	Licenses & Permits	22,000	22,000
0	0	0	Restitution	0	0
126,497	801,254	747,011	General Fund	1,081,442	831,442
154,257	825,254	771,011	Total	1,105,442	855,442

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
10,871	49,772	50,387	5111 EMS Lead Officer	53,725	53,725
0	15,750	14,000	5112 Clerical	15,742	15,742
10,586	336,000	336,000	5113 Firefighters	409,956	409,956
198	137,114	80,000	5114 Paramedics (Per Diem)	80,000	80,000
0	15,450	12,000	5118 Call Firefighters	15,759	15,759
2,375	42,745	65,000	5132 Overtime	65,000	65,000
300	15,999	1,200	5140 Stipends	1,200	1,200
24,330	612,830	558,587	*Total Salary & Wages*	641,382	641,382
1.00	9.00	9.00	# Personnel F/T	9.00	9.00
0.00	1.00	1.00	# Personnel P/T	1.00	1.00
0.00	7.00	7.00	# Personnel On-Call	7.00	7.00
0	1,854	1,854	5244 Equipment Maintenance	6,900	6,900
0	1,236	1,236	5340 Cell Phones/Pagers	960	960
84	6,622	6,622	5410 Petro Products	7,000	7,000
420	1,236	1,236	5421 Office Supplies	1,200	1,200
702	6,438	6,438	5480 Vehicle Maintenance	6,500	6,500
0	7,004	7,004	5510 Train/Education/Programs	5,000	5,000
2,503	14,523	14,523	5581 Uniforms	12,700	12,700
16,041	43,775	43,775	5584 Medical Supplies/Equip.	40,000	40,000
0	600	600	5741 D&D Insurance	0	0
324	0	0	5745 Vehicle Insurance	0	0
2,908	13,236	13,236	5783 Licenses and Fees	13,400	13,400
106,931	85,000	85,000	5870 C Capital Outlay	335,000	85,000
14	30,900	30,900	5784 Billing Contractor	30,900	30,900
0	0	0	N FT EMS Uniforms	4,500	4,500
129,927	212,424	212,424	*Total Expenses*	464,060	214,060
154,257	825,254	771,011	*Total Budget*	1,105,442	855,442

Notes

EMERGENCY MANAGEMENT OPERATIONS

Emergency Management is responsible for planning and coordinating all civil emergency operations when ordered by the Town Manager, State, or Federal Officials. 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 responsible for the Local Emergency Planning Committee (LEPC), and the training of the CERT (Citizens Emergency Response Team) Team and coordination with the Regional CERT Team.

- 1. PLANNING AND PREPAREDNESS** – In light of the recent ice storm the E.M. department will be focusing on disaster preparedness and obtaining grants and equipment to implement ideas and solve needs that we determined as after action meetings and reports are generated.

COST CENTER REQUEST	\$7,000
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- 2. SUPPORT SERVICES** - Clerical assistance, records maintenance and grant assistance for Town's Emergency Plans.

COST CENTER REQUEST	\$13,065
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TOTAL COST CENTER REQUEST	\$20,065
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DEPARTMENT Emergency Management	FUNCTION Emergency Preparedness	FUNCTION CODE 01-291
DEPARTMENT HEAD John Chandler III	PREPARED BY John Chandler III	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
5,301	11,318	11,318	Salary & Wages	13,065	13,065
2,189	12,000	12,000	Operating Expense	7,000	7,000
7,490	23,318	23,318	Total Budget	20,065	20,065

FINANCING PLAN

0	0	0	State Reimbursement	0	0
7,490	23,318	23,318	General Fund	20,065	20,065
7,490	23,318	23,318	Total	20,065	20,065

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
5,301	7,718	9,227	5112	Clerical (25%)	9,465	9,465
0	3,600	2,091	5120	Stipend	3,600	3,600
5,301	11,318	11,318		*Total Salary & Wages*	13,065	13,065
0.25	0.25	0.25		# Personnel F/T	0.25	0.25
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
1,248	400	400	5421	Office Supplies	400	400
0	1,600	1,600	5510	Training	1,600	1,600
941	10,000	10,000	5582	Emergency Supplies	5,000	5,000
2,189	12,000	12,000		*Total Expense*	7,000	7,000
7,490	23,318	23,318		*Total Budget*	20,065	20,065

Notes

DEPARTMENT Public Safety	FUNCTION New Public Safety Building	FUNCTION CODE
DEPARTMENT HEAD	PREPARED BY	

TOWN MANAGER HIGHLIGHTS

This budget is set up to capture new costs associated with the new facility as both fire and police transition over to the new facility. In FY 12 associated maintenance costs for elevators, geo thermal, CATV and security will be reflected as well.

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
0	0	0	Salary & Wages	0	0
0	0	0	Operating Expense	117,750	117,750
0	0	0	Total Budget	117,750	117,750

FINANCING PLAN					
0	0	0	Fees	2,000	2,000
0	0	0	Licenses & Permits	22,000	22,000
0	0	0	Restitution	0	0
0	0	0	General Fund	93,750	93,750
0	0	0	Total	117,750	117,750

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
0	0	0	5212 N New PSB Electricity	45,000	45,000
0	0	0	5214 N New PSB Heat	4,500	4,500
0	0	0	5231 N New PSB Water Sewer	2,250	2,250
0	0	0	5430 N New PSB Cleaning	41,250	41,250
0	0	0	5450 N PSB Cleaning Supplies	13,500	13,500
0	0	0	5242 N PSB Mechanical	11,250	11,250
0	0	0	*Total Expenses*	117,750	117,750
0	0	0	*Total Budget*	117,750	117,750

Notes

	FY 09 Last Year Actual	FY 10 Current Year Budget	FY 10 Current Year Estimates	FY 11 Department Request	FY 11 Manager Approval
PUBLIC WORKS					
Administration	134,537	160,276	160,825	169,043	169,043
Engineering	55,562	91,900	91,548	93,293	93,293
Highway Division	1,366,785	1,323,092	1,194,532	1,238,556	1,388,556
Equipment Repair Division	126,829	135,401	135,481	145,919	145,919
Buildings/Grounds	632,957	681,307	682,109	677,048	677,048
Garage Division	69,864	58,800	58,800	58,800	58,800
TOTAL	2,386,534	2,450,776	2,323,295	2,382,659	2,532,659

ADMINISTRATION

1. **LEADERSHIP** – The goal of this cost center is to provide professional supervision, oversight and guidance of all DPW divisions and activities, and to provide ongoing planning and new initiatives in conjunction with town administration. To accomplish this goal, the Director (and/or Assistant Director) meets with key staff on a daily basis. Work products and accomplishments are reviewed along with project and operational costs associated with accomplishing other Departmental goals. An amount of sixty percent (60%) for each of the Director's and Assistant Director's time is budgeted to this cost center. The balance is allocated to the Water & Sewer Enterprise Fund.

COST CENTER REQUEST \$111,720

2. **GENERAL ADMINISTRATION** – The duties of this cost center include the processing of all department payroll, personnel forms, and accounts payable by the Office Manager. Secretarial services are also provided to the Director, Assistant Director and Civil Engineer II. Fuel records for all town departments are maintained. The center also prepares specifications and administers bid solicitations and quotations for DPW procurement. Administration of cemetery deeds and records as well as the sale of cemetery lots are also included in this cost center.

COST CENTER REQUEST \$57,323

TOTAL COST CENTER REQUEST \$169,043

DEPARTMENT Public Works	FUNCTION Administration Division	FUNCTION CODE 01-421
DEPARTMENT HEAD James Shuris	PREPARED BY James Shuris	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
129,651	153,526	154,275	Salary & Wages	162,043	162,043
4,886	6,750	6,550	Operating Expense	7,000	7,000
134,537	160,276	160,825	Total Budget	169,043	169,043

FINANCING PLAN

134,537	160,276	160,825	General Fund	169,043	169,043
134,537	160,276	160,825	Total	169,043	169,043

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011	Notes
80,192	58,272	58,458	5110 DPW Director	60,203	60,203	60% DPW Admin 40% Water/Sewer 60% DPW Admin 40% Water/Sewer Reclass. to Adm. Assistant
0	45,795	45,868	5111 Assistant Director	48,267	48,267	
49,459	49,459	49,949	5112 Clerical	53,573	53,573	
0	0	0	5132 Overtime	0	0	
129,651	153,526	154,275	*Total Salary & Wages*	162,043	162,043	
3.00	3.00	3.00	# Personnel F/T	3.00	3.00	
0.00	0.00	0.00	# Personnel P/T	0.00	0.00	
32	100	100	5244 Radio Maintenance	100	100	
531	500	500	5340 Pagers/Cell Phone	500	500	
171	300	300	5343 Postage	300	300	
709	750	750	5410 Petro Products	750	750	
2,194	2,450	2,450	5421 Office Supplies	2,450	2,450	
296	400	400	5422 Printing Vehicle	400	400	
48	500	700	5480 Maintenance	500	500	
340	650	900	5731 Association Dues	900	900	
0	300	100	5732 Books & Periodicals	300	300	
565	800	350	5733 Expense of Meetings	800	800	
4,886	6,750	6,550	*Total Expenses*	7,000	7,000	
134,537	160,276	160,825	*Total Budget*	169,043	169,043	

ENGINEERING DIVISION

1. **LEADERSHIP** – A small allocation of cost to this cost center is appropriate for those occasions in which the Civil Engineer II may assist/represent the Director and/or Assistant Director at meetings when they are unavailable. An amount of fifty percent (50%) of the Civil Engineer II's time is budgeted to this cost center. The balance is allocated to the Water & Sewer Enterprise Fund.

COST CENTER REQUEST \$3,365

2. **PLAN REVIEW & SUBDIVISION INSPECTIONS** – This cost center includes the review of all approved definitive subdivision plans, the calculation of construction quantities and costs for bonding requirements, inspection of utilities to insure proper construction, and the testing of water and sewer mains. Recommendations are made to the Planning Board regarding proposed subdivisions to assure compliance with applicable regulations. This cost center also conducts comprehensive studies on proposed larger subdivisions to account for their impact and need for improvements to our public roads, bridges, sidewalks, water, sewage, drainage, and traffic management systems.

Developments	FY 09	15	FY 10	15	FY 11	28
Housing Units	FY 09	795	FY 10	795	FY 11	900

COST CENTER REQUEST \$24,088

3. **PROJECT SUPPORT** – The goal of this cost center is to provide technical expertise to support all construction-related project activities performed by the DPW force-account operating divisions and other town departments or agencies. To accomplish this goal, the Engineering Division undertakes the design and surveys elements, prepares specifications and cost estimates, calculates material quantities, and files necessary applications with the regulatory agencies. The Division is also charged with preparing and updating street and sidewalk inventories and developing long-term planning for the Highway Division.

COST CENTER REQUEST \$15,836

ENGINEERING DIVISION

4. **MAJOR PROJECT PLANNING** – This cost center includes the execution of necessary studies and preliminary design for major capital projects. These often involve the preparation of grant applications or proposals; selection of consultants and/or liaison work between town and consultants or agencies. In contrast to DPW force-account project support, this cost center may involve extensive work on projects which may be scheduled for construction at a later time with appropriate construction funding such as planning and redesign of the sidewalk extensions at Doyle Street from Nelson Street to the City of Worcester town-line, and the planning, redesign and/or relocation of Wachusett Street near Unionville Pond.

COST CENTER REQUEST \$15,836

5. **STORM WATER MANAGEMENT** – This cost center includes a dedicated ongoing engineering effort to comply with the EPA's Phase II Storm Water Management Regulations, and includes all work necessary to conform with the mandate. Ongoing activities are necessary to insure compliance includes the monitoring of project sites, review and testing of suspect discharges and implementation of program goals to achieve best management practices.

COST CENTER REQUEST \$16,601

6. **POST – CLOSURE MONITORING OF LANDFILL** – The Massachusetts Department of Environmental Protection requires that the groundwater in and around the former landfill on River Street be tested and reported in the fall and spring of each year. This cost center provides contract services to perform this work.

COST CENTER REQUEST \$17,566

TOTAL COST CENTER REQUEST \$93,293

DEPARTMENT Public Works	FUNCTION Engineering Division	FUNCTION CODE 01-411
DEPARTMENT HEAD James Shuris	PREPARED BY James Shuris	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
35,078	29,050	28,698	Salary & Wages	30,443	30,443
20,484	62,850	62,850	Operating Expense	62,850	62,850
55,562	91,900	91,548	Total Budget	93,293	93,293

FINANCING PLAN

19,282	30,000	15,000	Subdivision Inspection Fees	10,000	10,000
105	500	200	Engineering Maps	200	200
36,175	61,400	76,348	General Fund	83,093	83,093
55,562	91,900	91,548	Total	93,293	93,293

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
35,078	29,050	28,698	5111 Engineers	30,443	30,443
0	0	0	5112 Clerical	0	0
0	0	0	5132 Overtime	0	0
35,078	29,050	28,698	*Total Salary & Wages*	30,443	30,443
1.00	1.00	1.00	# Personnel F/T	1.00	1.00
0.00	0.00	0.00	# Personnel P/T	0.00	0.00
17,200	20,000	20,000	5299 Post Closure Monitoring	20,000	20,000
0	10,000	10,000	5303 Consulting Services	10,000	10,000
340	600	600	5340 Pagers/Cell Phones	600	600
146	150	150	5343 Postage	150	150
544	1,300	1,300	5410 Petro Products	1,300	1,300
1,164	700	700	5480 Vehicle Maintenance	700	700
1,036	2,700	2,700	5582 Supplies	2,700	2,700
54	100	100	5711 Mileage	100	100
0	500	500	5731 Association	500	500
0	800	800	5733 Dues/Licenses	800	800
0	26,000	26,000	5732 Expense of Meetings	26,000	26,000
20,484	62,850	62,850	*Total Expenses*	62,850	62,850
55,562	91,900	91,548	*Total Budget*	93,293	93,293

Notes
50% Eng. 50% Water/Sewer

HIGHWAY DIVISION

To maintain the highways on a year-round basis and provide safe conditions for the general public, motorists and pedestrians alike requires roads and sidewalks management, maintenance and/or improvements which includes localized patching, resurfacing, crack sealing, berms, drainage projects, catch basin cleaning, street and/or sidewalk sweeping, and snow and ice maintenance/removal.

1. **SNOW REMOVAL** – The goal of this cost center is to provide public roads and sidewalks that are safe, reliable and convenient for travel during the winter seasonal months. To achieve this goal, the cost center activities include pre-treating, sanding and salting, plowing, equipment repair and maintenance, and the comprehensive planning and supervision of force-account regular and replacement crews as required during each storm event. Each fall the DPW winter-vehicle fleet is inspected, prepared and/or fit-up for the winter seasonal months operations. Likewise, after the winter season – this equipment is fit-up for non-winter season use each Spring.

COST CENTER REQUEST \$275,000

2. **HIGHWAY STREET LIGHTING** – This cost center includes the expense for lighting all public street lights, as well as protective lighting at intersections and other high hazard areas.

COST CENTER REQUEST \$108,500

3. **RESURFACING PROGRAMS** – The duties of this cost center include the annual major resurfacing projects of public ways, either by contract services or by force-account town personnel.

COST CENTER REQUEST \$369,504

HIGHWAY DIVISION

4. **HIGHWAY MAINTENANCE** – This cost center includes all additional non-capital programs of the Highway Division including drainage maintenance, street sweeping, patching, directed projects, and response to citizen and/or administrative requests.

Road Miles Maintained	FY 09	114.5	FY 10	114.5	FY11	114.6
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COST CENTER REQUEST \$333,701

5. **CAPITAL** – This cost center includes the replacement of Highway Division vehicles and equipment as well as costs for major project-related work.

COST CENTER REQUEST \$151,851

TOTAL COST CENTER REQUEST \$1,238,556

DEPARTMENT Public Works	FUNCTION Highway Division	FUNCTION CODE 01-422
DEPARTMENT HEAD James Shuris	PREPARED BY James Shuris	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
446,596	461,042	462,482	Salary & Wages	483,506	483,506
277,944	387,050	257,050	Operating Expense	280,050	380,050
443,219	275,000	275,000	Snow Removal	275,000	325,000
199,026	200,000	200,000	Capital Outlay	200,000	200,000
1,366,785	1,323,092	1,194,532	Total Budget	1,238,556	1,388,556

FINANCING PLAN

220	500	500	Street Entry		
			Permits	500	500
470	1,750	500	Miscellaneous	500	500
1,366,095	1,321,342	1,193,532	General Fund	1,237,556	1,387,556
1,366,785	1,323,092	1,194,532	Total	1,238,556	1,388,556

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
78,620	78,620	79,398	5111	Supervisor	80,985	80,985
345,519	341,608	341,608	5116	Labor	360,560	360,560
5,448	5,100	5,100	5118	Seasonal Labor	5,100	5,100
5,358	22,078	22,740	5132	Overtime	23,195	23,195
1,280	2,500	2,500	5140	Police Details	2,500	2,500
295	1,060	1,060	5142	Out of Class	1,090	1,090
10,076	10,076	10,076	5143	Incentive Pay/Bonus	10,076	10,076
446,596	461,042	462,482		*Total Salary & Wages*	483,506	483,506
9.00	9.00	9.00		# Personnel F/T	9.00	9.00
0.00	0.00	0.00		# Personnel P/T	0.00	0.00
1.00	1.00	1.00		# Personnel Seasonal	1.00	1.00
88,500	88,500	88,500	5211	Light Power/Street Lights	108,500	108,500
2,000	2,000	2,000	5271	Leased Equipment	2,000	2,000
2,489	2,200	2,200	5340	Pagers/Cell Phones	2,200	2,200
18,044	5,500	5,500	5410	Petro Products	5,500	5,500
15,004	18,500	18,500	5411	Diesel Fuel	18,500	18,500
64,494	60,000	60,000	5480	Vehicle Maintenance	63,000	63,000
4,656	5,000	5,000	5531	Stock	5,000	5,000
1,126	900	900	5532	Tools	900	900
3,164	10,000	10,000	5537	Miscellaneous Drainage	10,000	10,000
34,999	35,000	35,000	5538	Road/Patch	35,000	35,000
8,501	6,750	6,750	5541	Street Sweeper	6,750	6,750
3,780	6,300	6,300	5581	Uniforms	6,300	6,300
615	400	400	5783	Licenses	400	400
20,861	0	0	5788	Line Painting	0	0
9,711	16,000	16,000	5789	Signs	16,000	16,000
199,026	200,000	200,000	5810 C	Resurfacing	200,000	200,000
0	0	0	5811 C	Sidewalk Construction	0	0
0	0	0	5812 C	Cemetery Roads	0	0
0	0	0	5840 C	Drainage	0	0
0	0	0	5850 C	Vehicle (Cemetery)	0	0
443,219	275,000	275,000	5890	Snow Removal	275,000	325,000
0	100,000	0	A	DPW Depreciation Expense	0	100,000
0	30,000	0	5813	Guard Rails	0	0
920,189	862,050	732,050		*Total Expenses*	755,050	905,050
1,366,785	1,323,092	1,194,532		*Total Budget*	1,238,556	1,388,556

Notes
to add to DPW Depreciation Fund

EQUIPMENT REPAIR

The Equipment Repair Division is responsible for repairs to all Department of Public Works vehicles, as well as repairs to all Police and Fire Department, Town Manager, Council on Aging, Holden Municipal Light Department and Animal Control vehicles.

1. **DPW REPAIRS** – The duties of this cost center include the repair of all DPW vehicles and equipment, or the scheduling and expenditures of specialized repairs undertaken by outside contract services. To accomplish this requires the services of 2.5 mechanics, and the maintenance of appropriate inventories of tools, equipment, and spare parts.

Vehicles and Equipment
Maintained

FY 09

55

FY 10

59

FY 11

60

COST CENTER REQUEST \$100,076

2. **OTHER REPAIRS** – The duties of this cost center include the repair of Police and Fire Department, and Light vehicles, and where expediency warrants for repairs to vehicles of any other department.

Police & Fire Vehicles
and Equipment Maintained

FY 09

12

FY 10

25

FY 11

27

Other Vehicles and
Equipment Maintained

FY 09

16

FY 10

16

FY 11

16

COST CENTER REQUEST \$45,843

TOTAL COST CENTER REQUEST \$145,919

DEPARTMENT Public Works	FUNCTION Equipment Repair	FUNCTION CODE 01-423
DEPARTMENT HEAD James Shuris	PREPARED BY James Shuris	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
114,377	120,001	120,081	Salary & Wages	130,519	130,519
12,452	15,400	15,400	Operating Expense	15,400	15,400
126,829	135,401	135,481	Total Budget	145,919	145,919

FINANCING PLAN					
35,910	35,910	35,910	Reimburse Water/Sewer	20,000	20,000
16,000	16,000	16,000	Reimburse Light Dept.	40,000	40,000
74,919	83,491	83,571	General Fund	85,919	85,919
126,829	135,401	135,481	Total	145,919	145,919

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
112,850	117,347	117,347	5116 Equipment Mechanics	127,730	127,730
708	1,219	1,256	5132 Overtime	1,282	1,282
819	1,435	1,478	5142 Working Out of Class	1,507	1,507
0	0	0	5143 Incentive Plan	0	0
114,377	120,001	120,081	*Total Salary & Wages*	130,519	130,519
2.50	2.50	2.50	# Personnel F/T	2.50	2.50
0.00	0.00	0.00	# Personnel P/T	0.00	0.00
847	1,000	1,000	5340 Pagers/Cell Phones	1,000	1,000
3,461	2,500	2,500	5410 Petro Products Vehicle	2,500	2,500
1,983	2,000	2,000	5480 Maintenance	2,000	2,000
3,968	7,500	7,500	5532 Mechanic Tools	7,500	7,500
1,928	2,200	2,200	5581 Uniforms	2,200	2,200
265	200	200	5783 Licenses	200	200
12,452	15,400	15,400	*Total Expenses*	15,400	15,400
126,829	135,401	135,481	*Total Budget*	145,919	145,919

Notes

BUILDINGS & GROUNDS

1. **PUBLIC BUILDINGS OPERATIONS** – The function of this cost center is to provide for the operations of the Town Hall, Starbard, Damon, Hendricks, Senior Center, Recreation-Creamer, Gale Free Library, Adams Road DPW Facility, Spring Street Water & Sewer Facility, Dawson Pool, Eagle Lake, and Trout Brook. Included in this cost center are funds to provide utilities, fuel, telephone, elevator maintenance, and solid waste disposal. Also included are funds to provide janitorial services and supplies necessary to operate public use facilities in a safe and healthy manner. Various repair and maintenance items are also included in this cost center.

Buildings Maintained	FY 09	11	FY 10	11	FY 11	12
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COST CENTER REQUEST \$244,700

2. **CEMETERY OPERATIONS** – The function of this cost center is to provide for the care of 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.

Internments	FY 09	40	FY 10	40	FY 11	40
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COST CENTER REQUEST \$135,803

3. **PARKS MAINTENANCE OPERATIONS** – The function of this cost center is to provide safe and usable recreational and open area for our residents. Included are the manpower resources necessary for outdoor maintenance of ten (10) town buildings, seven (7) park areas, 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. Day-to-day duties include field maintenance, litter control/management and snow and ice removal/maintenance.

Acres Maintained	FY 09	140	FY 10	140	FY 11	140
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COST CENTER REQUEST \$296,545

TOTAL COST CENTER REQUEST \$677,048

DEPARTMENT Public Works	FUNCTION Buildings/Grounds	FUNCTION CODE 01-471
DEPARTMENT HEAD James Shuris	PREPARED BY James Shuris	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
359,968	361,857	362,659	Salary & Wages	381,988	381,988
272,989	319,450	319,450	Operating Expense	295,060	295,060
632,957	681,307	682,109	Total Budget	677,048	677,048

FINANCING PLAN						
15,000	15,000	15,000	4271	Rec Reimburse Pool Maint.	20,000	20,000
1,820	2,000	2,000	4360	Building Rentals Damon House	2,000	2,000
14,850	14,950	14,950	4361	Rental	15,600	15,600
62,001	72,000	86,000	4363	School Rent	74,000	74,000
127	300	300	4840	Miscellaneous	300	300
1,270	2,000	1,500	4841	Cemetery Misc.	1,500	1,500
537,889	575,057	562,359		General Fund	563,648	563,648
632,957	681,307	682,109	Total		677,048	677,048

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
323,866	324,291	325,093	5116 Labor	342,619	342,619
16,241	18,250	18,250	5118 Seasonal Labor	19,618	19,618
18,466	17,470	17,470	5132 Overtime	17,891	17,891
245	696	696	5142 Out of Class	710	710
1,150	1,150	1,150	5143 Incentive Plan	1,150	1,150
359,968	361,857	362,659	*Total Salary & Wages*	381,988	381,988

8.50	8.50	8.50	# Personnel F/T	8.50	8.50
3.00	3.00	3.00	# Seasonal	3.00	3.00

35,191	40,000	40,000	5212 Utilities	40,000	40,000
39,484	45,000	45,000	5214 Fuel	45,000	45,000
24,999	25,000	25,000	5231 Water & Sewer	25,000	25,000
2,824	4,500	4,500	5242 Equipment Repair Elevator	4,500	4,500
12,976	13,500	13,500	5247 Maintenance	13,500	13,500
12,976	12,000	12,000	5249 Alarm Monitor	12,000	12,000
5,689	2,700	2,700	5340 Pagers/Cell Phone	2,700	2,700
35,386	40,000	40,000	5341 Telephone	40,000	40,000
17,991	15,000	15,000	5410 Petro Products	15,000	15,000
328	500	500	5421 Office Supplies Building	500	500
27,499	30,000	30,000	5430 Maintenance	30,000	30,000
12,987	12,500	12,500	5450 Building Supplies	12,500	12,500
18,594	15,000	15,000	5460 Parks Maintenance Grave	15,000	15,000
3,144	6,000	6,000	5462 Maintenance Vehicle	6,000	6,000
19,138	18,000	18,000	5480 Maintenance	19,000	19,000

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011	Notes
778	2,500	2,500	5532	Tools	2,500	2,500	
3,005	4,500	4,500	5581	Uniforms	4,500	4,500	
0	350	350	5731	Association Dues	350	350	
0	400	400	5783	Licenses	400	400	
				Household Hazardous Waste			
0	32,000	32,000	5860	Facility	6,610	6,610	
272,989	319,450	319,450		*Total Expenses*	295,060	295,060	
632,957	681,307	682,109		*Total Budget*	677,048	677,048	

GARAGE DIVISION

The Garage Division is responsible for the operations and maintenance of the Adams Road Garage. **No personnel are included in this division.**

1. **OPERATION** - The goal of this cost center is to maintain efficient and safe day-to-day garage operations. The following utilities are necessary to accomplish this goal and include: heat, electricity, water, sewer, telephone, and 2-way radios.

COST CENTER REQUEST \$38,800

2. **MAINTENANCE** – The goal of this cost center is to maintain a safe and efficient physical structure and ancillary subsystems. This is accomplished through force-account “day-to-day” operations, contract services and the procurement of necessary cleaning/maintenance supplies.

COST CENTER REQUEST \$20,000

TOTAL COST CENTER REQUEST \$58,800

DEPARTMENT Public Works	FUNCTION Garage Division	FUNCTION CODE 01-422
DEPARTMENT HEAD James Shuris	PREPARED BY James Shuris	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
69,864	58,800	58,800	Operating Expense	58,800	58,800
0	0	0	Capital Outlay	0	0
69,864	58,800	58,800	Total Budget	58,800	58,800

FINANCING PLAN

69,864	58,800	58,800	General Fund	58,800	58,800
69,864	58,800	58,800	Total	58,800	58,800

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
11,997	11,500	11,500	5212 Utilities	11,500	11,500
37,136	25,000	25,000	5214 Fuel	25,000	25,000
744	800	800	5231 Water & Sewer	800	800
1,290	1,500	1,500	5342 Radio Lines	1,500	1,500
18,697	20,000	20,000	5430 Building Maintenance	20,000	20,000
69,864	58,800	58,800	*Total Expenses*	58,800	58,800
69,864	58,800	58,800	*Total Budget*	58,800	58,800

Notes

	FY 09 Last Year Actual	FY 10 Current Year Budget	FY 10 Current Year Estimates	FY 11 Department Request	FY 11 Manager Approval
OTHER FUNDS					
Water/Sewer Enterprise Fund	4,411,413	5,017,343	4,865,248	5,064,531	5,064,531
Water/Sewer Stabilization Fund	0	25,000	25,000	155,000	80,000
DPW Depreciation Fund	20,000	406,192	406,192	671,192	160,192
Recreation Revolving Fund	259,709	306,841	354,408	322,589	322,589
After School Revolving Fund	259,006	285,292	283,444	295,814	295,814
Cable Revolving Fund	192,822	194,621	194,938	201,549	201,549
Solid Waste Enterprise Fund	937,979	1,009,434	1,002,399	1,067,723	1,067,723
Inspection Revolving Fund	212,367	203,817	193,521	207,037	207,037
Fire Vehicle Stabilization Fund	450,000	50,000	50,000	250,000	90,000
TOTAL	6,743,296	7,498,540	7,375,150	8,235,435	7,489,435

WATER & SEWER ENTERPRISE FUND

The Water & Sewer Enterprise provides for the complete operations of these divisions, including capital and debt service costs.

1. **WATER SUPPLY** – The goal of this cost center is to provide clean and healthy water, which meets all state and federal regulations. To accomplish this goal, water sources and pumping equipment are operated and maintained on a daily “24-7” basis including weekends and holidays.

Water Pumped (MG)	FY 09	520	FY 10	467	FY 11	467
Water Stations	FY 09	13	FY 10	13	FY 11	13

COST CENTER REQUEST \$1,289,343

2. **WATER DISTRIBUTION** – The goal of this cost center is to maintain acceptable and safe existing water mains, valves, hydrants, and storage reservoirs. Major renovations such as cleaning mains or painting tanks are undertaken periodically and known problems are repaired on an immediate basis. To assist in this goal, records of all system components are maintained and periodically updated, and a sufficient inventory of stock items is maintained for the most common types of repairs and/or emergencies.

Miles of Main	FY 09	110	FY 10	110	FY 11	110
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COST CENTER REQUEST \$1,576,431

3. **CUSTOMER SERVICE** – The goal of this cost center is to provide outstanding water and sewer services to all customers. To accomplish this goal, water services and meters are installed for all customers and a sufficient inventory of parts is maintained to accommodate the most common repairs.

Services (Water)	FY 09	5,750	FY 10	5,797	FY 11	5,833
(Sewer)	FY 09	4,100	FY 10	4,196	FY 11	4,228

COST CENTER REQUEST \$94,249

WATER & SEWER ENTERPRISE FUND

4. **BILLING** – The goal of this cost center is to read each meter twelve (12) times (i.e. each month) annually and to produce accurate water and sewer bills. Reading is performed by the Holden Municipal Light Department through the use of remote read meters. The Billing function has been integrated into one (1) comprehensive utility bill for water, sewer, electric and trash collection. Payment for the billing function is made directly to the Holden Municipal Light Department for this cost center.

Accounts	FY 09	5,750	FY 10	5,797	FY 11	5,833
Number of Bills (annually)	FY 09	69,000	FY 10	69,564	FY 11	69,996

COST CENTER REQUEST \$212,674

5. **COLLECTION SYSTEMS** – The goal of this cost center is to maintain the most reliable and efficient existing sewer, force main, and pumping station systems. To accomplish this goal, each of our twenty-six (26) pumping stations are operated and maintained on a daily basis including weekends and holidays, sewer mains are cleaned as necessary, and source records of pumping at each station are maintained.

Miles of Main	FY 09	71.6	FY 10	71.6	FY 11	71.6
Pump Stations	FY 09	26	FY 10	26	FY 11	26

COST CENTER REQUEST \$180,293

6. **SEWAGE TREATMENT** – This cost center provides for contract services disposal of all town sewage, including septage. To accomplish this goal, contracts are maintained with the MWRA for sewage disposal through the Holden – Rutland Trunk Sewer and the City of Worcester for sewage disposal through their system. Holden is a member of the Upper Blackstone Water Pollution Abatement District (UBWPAD) and actual treatment costs are provided through payment of an annual member assessment from UBWPAD.

Gallons Treated (MG)	FY 09	460	FY 10	460	FY 11	460
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COST CENTER REQUEST \$1,711,541

TOTAL COST CENTER REQUEST \$5,064,531

DEPARTMENT Public Works	FUNCTION Water/Sewer Enterprise Fund	FUNCTION CODE 60-5-450
DEPARTMENT HEAD James Shuris	PREPARED BY James Shuris	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
440,858	513,655	507,965	Salary & Wages	528,560	528,560
3,970,555	4,503,688	4,357,283	Operating Expense	4,535,971	4,535,971
4,411,413	5,017,343	4,865,248	Total Budget	5,064,531	5,064,531

FINANCING PLAN						
3,494,877	4,582,208	2,251,364	4210	Water Rates	2,306,353	2,306,353
0	0	0		Water Rate Increase	0	0
0	0	1,991,624		Sewer Rates	2,054,813	2,054,813
0	0	0		Sewer Rate Increase	0	0
0	0	73,334	4214	Sewer Surcharge	80,161	80,161
8,860	15,000	30,000	4212	Water Miscellaneous	53,260	53,260
35,625	40,500	40,500	4221	Water Connections	54,000	54,000
146,338	159,830	146,338	4222	Cell/Cable Tower Rental	182,338	182,338
0	0	46,000	4223	Sprinkler Charges	46,000	46,000
8,928	10,504	10,504	4227	Septage UBWPAD	10,504	10,504
0	0	0	4280	Interest	0	0
508	300	300	4320	Water Liens	300	300
32,732	30,000	30,000	4321	Sewer Inspections/Fees	75,000	75,000
355,453	304,001	304,001	4751	Sewer Project Assessments	291,217	291,217
149,268	0	20,418		Dec. '08 FEMA	0	0
0	0	0		Transfer from Stabilization	0	0
737	0	0		Free Cash Appropriated	0	0
136,552	0	0		Transfer from General Gov.	0	0
4,369,878	5,142,343	4,944,383		TOTAL REVENUE	5,153,946	5,153,946
4,411,413	5,017,343	4,865,248		TOTAL EXPEND.	5,064,531	5,064,531
9,049	50,584	50,584		PRIOR YEAR DEFICIT		
-50,584	74,416	28,551		BALANCE	89,415	89,415

Notes

Based on <3%> FY 2010 consumption & FY 2011 +50 water & +40 sewer cust.

(5,826 water & 4,366 sewer)

40 new water customers;
Backflow Prev. Revisions
ClearWire and T-Mobile at \$1500/mo.
each

50 new sewer customers

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
11,296	0	0	5110	Superintendent	0	0
0	39,225	40,010	5110	Director	40,810	40,810
0	31,448	32,077	5113	Assistant Director	32,719	32,719
41,104	29,050	29,374	5111	Engineer	31,160	31,160
24,675	28,368	29,230	5112	Clerical	31,020	31,020
288,376	292,241	302,481	5116	Labor	308,515	308,515
42,949	50,649	50,649	5131	Standby	51,662	51,662
18,993	25,000	16,470	5132	Overtime	25,000	25,000
2,440	5,000	5,000	5140	Police Detail	5,000	5,000
351	1,000	1,000	5142	Out of Class	1,000	1,000
1,674	1,674	1,674	5143	Incentive Plan	1,674	1,674
9,000	10,000	0	5150	Wage Adjustment	0	0
440,858	513,655	507,965		*Total Salary & Wages*	528,560	528,560

8.50	8.50	9.50	# Personnel F/T	9.50	9.50
1.00	1.00	0.00	# Personnel P/T	0.00	0.00

0	7,100	7,100	5173	Medicare	6,500	6,500
323	380	380	5174	Life Insurance	350	350
70,153	82,000	82,000	5175	Health Insurance	80,000	80,000
49,141	47,826	47,826	5177	Retirement	58,506	58,506
247,230	245,000	245,000	5211	Light and Power	245,000	245,000
12,285	7,000	7,000	5214	Fuel	7,000	7,000
14,963	35,000	35,000	5219	Mechanics Services	35,000	35,000
6,000	6,000	6,000	5243	Data Processing	6,000	6,000
86,164	105,000	105,000	5246	Pump Station (Maint)	105,000	105,000
0	0	0		O & M Wells	0	0
0	6,000	6,000	5250	Pump Septic System	6,000	6,000
-2,368	4,000	4,000	5291	Hydrant Replacement	4,000	4,000
17,914	10,000	10,000	5303	Consulting Service	10,000	10,000
0	500	500	5304	Physicals	500	500
1,006,754	952,750	1,009,915	5317	MDC Disposal	1,045,119	1,045,119
481,286	489,816	489,816		UBWPAD Treatment	532,253	532,253
52,529	89,250	55,809		MWRA Maintenance	75,000	75,000

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011	NOTES
3,565	3,750	3,750	5340	Pagers/Cell Phones	3,750	3,750	Brattle St./Salisbury St-Worcester water at FY2010 usage plus assumed +8.5% incr
21,161	22,000	22,000	5342	Radio Lines	22,000	22,000	
422,929	680,517	510,388	5381	Worcester Water	553,759	553,759	
36,324	36,323	36,323		Worcester Water Backcharge	0	0	
21,687	23,000	23,000	5410	Petro Products	23,000	23,000	
6,471	3,500	3,500	5421	Office Supplies	3,500	3,500	
2,642	4,000	4,000	5430	Building Operations Vehicle	4,000	4,000	
21,504	18,000	18,000	5480	Maintenance	18,000	18,000	
16,675	30,000	30,000	5531	Stock	30,000	30,000	
1,157	2,000	2,000	5532	Tools	2,000	2,000	
83,796	75,000	75,000	5535	Chemicals	75,000	75,000	Payment to HMLD for W/S Billing Services
2,786	3,000	3,000	5538	Misc Patch	3,000	3,000	
0	2,500	2,500	5539	Meters/Repairs	2,500	2,500	
39,086	45,000	45,000	5580	Billing Expenses	45,000	45,000	
2,387	5,000	5,000	5581	Uniforms	5,000	5,000	
23,155	25,200	25,200	5741	Insurance	25,100	25,100	
1,933	4,000	4,000	5783	Licenses	4,000	4,000	
14,667	0	0	5785	December Ice Storm	0	0	
0	73,334	73,334	A	5th Qtr. Reserve	73,334	73,334	
8,750	8,750	8,750	5787	Treas./Collections	8,750	8,750	Payment to Treasurer/Collector for services SRF \$125,704 added Balance of \$90,000 owed
1,189,254	1,251,192	1,251,192	5910	Debt Service	1,356,804	1,356,804	
0	0	0		Payback General Fund Int.	7,251	7,251	
0	0	0		SDWA Assessment	3,995	3,995	
0	50,000	50,000		Payback General Fund	50,000	50,000	
0	50,000	50,000	A	W/S Stabilization Fund	0	0	
8,252	0	0	A	Prior Year Bills	0	0	
3,970,555	4,503,688	4,357,283		*Total Expenses*	4,535,971	4,535,971	
4,411,413	5,017,343	4,865,248		*Total Budget*	5,064,531	5,064,531	

Financing		FY 10		FY 11		FY 11
		Approved		Requested		Town Manager
Opening Balance		0		277,595		277,595
MBTE Settlement		252,595		18,930		18,930
Appropriation		50,000				
Sub Total		302,595		296,525		296,525
Expenditures						
Mason Rd SRF Project		0				
O&M Well Facilities - Redevelopment of Wells		25,000				
I & I Study				50,000		50,000
Vacuum Truck Reimbursement (\$150,000 over 5 years)				30,000		30,000
Replacement of W/S #3 1-Ton with Plow				75,000		0
Highland Street Tank Rehab		0				
TOTALS		25,000		155,000		80,000
Net Fund Balance		277,595		141,525		216,525

Financing	FY 10	FY 11	FY 11
	Approved	Requested	Town Manager
Opening Balance	508,300	202,108	202,108
Cemetery Account	0	0	0
Transfer from Overlay Surplus	0	0	0
Appropriation	100,000	100,000	100,000
Sub Total	608,300	302,108	302,108
Expenditures			
Public Works Highway			
DPW Foreman Truck #10	42,000	0	0
DPW Operations Truck #48 Dump Body	0	11,000	11,000
DP #12 4x4 Dump & Spreader	0	35,000	35,000
Vacuum Truck (full first of 5 yr lease payment)	325,000	0	0
Sidewalk Construction (Salisbury Street)	Chapter 90	0	0
Drainage Construction (Reservoir St & Bailey Rd)	0	10,000	0
Crack Sealing	0	45,000	Chapter 90
Replace Plows (#12, #15, & #17)	0	30,000	0
Tire Changer Wheel Balancer	0	10,000	0
DP #44 Trackless Snow Plow 2 yr Lease	0	135,000	72,000
Engineering			
Newell Rd. Culvert Guardrail Engineering Study	0	10,000	5,000
Public Works Buildings/Grounds			
Tractor w/ Boom Flail Mower (2nd of 5-yr lease)	19,192	19,192	19,192
Leaf Vacuum (trailer) (new)	0	0	0
Buildings & Grounds Vehicle #58	20,000	0	0
Town Buildings Renovation Project	0	0	0
Mountview School Driveway & Parking Lots	0	85,000	0
Town Hall/Starbard Parking Lots	0	65,000	0
Salt Shed	Chapter 90	175,000	Chapter 90
Rail Trail	0	10,000	0
Guard Rail	Hwy Budget		
Town Hall Common Area Floor	0	5,000	0
Starbard Bldg Common Area Floor	0	8,000	0
Replace Tractor Mower	0	18,000	18,000
TOTALS	406,192	671,192	160,192
Net Fund Balance	202,108	-369,084	141,916

CAPITAL EQUIPMENT REQUEST

PROGRAM	DEPARTMENT	FUNCTION	COST CENTER
One (1) Vehicle	Department of Public Works	Highway	Capital
1. DESCRIPTION/Purpose and Justification DP #48 - DPW Highway Operations Truck which is used for day-to-day highway operations, snow plowing and sanding. This truck is a 2001 Ford F-550 - 4x4 and is equipped with a dump body, snow plow and sander. <u>Replace dump body only at this time.</u> Date/Mileage: Over 80,000 miles Cost to maintain this vehicle for last three (3) years: \$10,000 Major repairs in last three (3) years/cost: Transmission, brakes and head gasket. <u>Body work, new fenders and repair frame.</u> Safety Considerations: Frame was repaired last summer of 2009.			
2. PLANNED DISPOSITION of		3. FINANCING	
Trade-In: <input type="checkbox"/> Transfer: <input type="checkbox"/> Salvage: <input type="checkbox"/> Sale: <input type="checkbox"/> Hold for Back-up: <input type="checkbox"/>	REPAIR Life after repair: <u>REPLACE DUMP BODY</u> Current Trade-In Value: Repair Cost: 	COST Estimated Cost: \$ 11,000 Less Trade-In: \$ 0 <hr/> Net Cost: \$ 11,000	SOURCE OF FUNDS Current Taxes: *Borrowing: Grants, Etc.: Other Funds: \$11,000,000 DPW Depreciation Fund <hr/> Total: \$11,000
		*Term of Borrowing: Years: Annual Cost of Borrowing: Lease Purchase:	

CAPITAL EQUIPMENT REQUEST

PROGRAM Equipment	DEPARTMENT Department of Public Works	FUNCTION Highway	COST CENTER Capital
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1. DESCRIPTION/Purpose and Justification

Replace Combination Body on DP#12. DP#12 is a 1998 Mack 4x4, 6-wheel truck that has a combination dump/spreader body. The body is in very poor condition and must be replaced. This piece of equipment is an essential part of the Highway Division operations and is used for snowplowing and spreading during the winter season months and is used as a dump truck for the remainder of the year. The undercarriage is severely rusted and the load bearing frame assembly for this body needs to be replaced. The mechanics strongly recommend that the body be replaced and "stop-gap" measures will be taken to see that this truck is for the 2009 – 2010 winter season – however – with no guarantees that the body will be of any use at the start of Spring 2010.

Date/Mileage: 1998; 56,000 miles

Cost to maintain this vehicle for last three (3) years:\$3,000 for dump body repairs.

Major repairs in last three (3) years/cost: Each winter season the body is prepared for winter use; body repairs of all types with an average material cost of \$1,000 per season.

Safety Considerations: The body is becoming unreliable due to structural wear/deterioration and constant usage.

2. PLANNED DISPOSITION of		3. FINANCING	
Trade-In: <input type="checkbox"/> Transfer: <input type="checkbox"/> Salvage: <input checked="" type="checkbox"/> Sale: <input type="checkbox"/> Hold for Back-up: <input type="checkbox"/>	REPAIR	COST	SOURCE OF FUNDS
	Life after repair:	Estimated Cost: \$ 35,000	Current Taxes:
	Current Trade-In Value: \$500.00	Less Trade-In: \$	*Borrowing:
	Repair Cost: Not Applicable since equipment is too far gone to make needed repairs.	Net Cost: \$ 35,000	Grants, Etc.:
			Other Funds: \$35,000 DPW Depreciation Fund
			Total: \$35,000
		*Term of Borrowing: Years:	
		Annual Cost of Borrowing:	
		Lease Purchase:	

CAPITAL EQUIPMENT REQUEST

PROGRAM	DEPARTMENT	FUNCTION	COST CENTER
Vehicle/Equipment	Department of Public Works	Highway Division	Capital
1. DESCRIPTION/Purpose and Justification Replace DP#44 which is a MT Trackless Machine used for snow removal operations on sidewalks that the Town is required to plow for the schools and Main Street. DPW currently has two (2) sidewalk plowing machines – both equipped with a snow blower, angle plow or “V”-plow. One (1) is equipped with a sidewalk broom and water tank for spring clean-up and road projects and the other is equipped with a front flail mower (or boom flail) that is used for Buildings & Grounds operations. These machines are unique in that no other equipment can be used to provide sidewalk snow removal/clearing operations. The replacement equipment would be equipped with a snow blower, angle plow and “V”-plow. The DPW Highway Division currently perform snow plowing for twenty-one (21) miles of sidewalks for each snow event. Note that the additional sidewalks installed at Salisbury Street and Doyle Road will also require plowing starting this winter season. Date/Mileage: 1999 with 4,524 hours Cost to maintain this vehicle for last three (3) years: \$3,000 to \$4,000 Major repairs in last three (3) years/cost: Rebuilt snow blower, plow, many hydraulic lines, brakes, body panels which costs more than \$10,000. Safety Considerations: Without this machine – the sidewalks cannot be plowed for pedestrian travel which will result in poor pedestrian and student population safety.			
2. PLANNED DISPOSITION of		3. FINANCING	
Trade-In: <input type="checkbox"/> Transfer: <input checked="" type="checkbox"/> Transfer to W&S Division for easement maintenance Salvage: <input type="checkbox"/> Sale: <input type="checkbox"/> Hold for Backup: <input type="checkbox"/>	REPAIR Life after repair: Current Trade-In Value: Repair Cost:	COST Estimated Cost: \$135,000 Less Trade-In: Net Cost: \$135,000	
		SOURCE OF FUNDS Current Taxes: *Borrowing: Grants, Etc.: Other Funds: DPW Depreciation Fund Total: \$72,000	
		*Term of Borrowing: Years: 2 Year Lease Annual Cost of Borrowing: Lease Purchase:	

CAPITAL PROJECT REQUEST

PROGRAM Transportation	DEPARTMENT Department of Public Works	FUNCTION Engineering Division	COST CENTER Capital
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1. DESCRIPTION/Purpose and Justification

Culvert and Guardrail Engineering Study & Letter Report – Perform an engineering study and provide a letter report concerning the replacement and/or improvements for a deteriorating culvert and guardrail system on Newell Road in the vicinity of Cranbrook Drive. This culvert and guardrail system is very dangerous and represents a potential for collapse/failure.

3. FINANCING			
COST		SOURCE OF FUNDS	
Estimated Cost:	\$10,000	Raise and Appropriate:	\$10,000
Source of Estimate:	Similar engineering letter report projects of this type.	*Borrowing:	
		Grants, Etc.:	
		Other Funds:	DPW Depreciation Fund
		Total:	\$5,000
*Term of Borrowing:	Years:		
Annual Cost of Borrowing:			

CAPITAL EQUIPMENT REQUEST

PROGRAM Vehicle/Equipment	DEPARTMENT Department of Public Works	FUNCTION Building/Grounds	COST CENTER Capital
1. DESCRIPTION/Purpose and Justification 2 nd year payment for Roadside Mower on a 5-Year Lease/Purchase Agreement – with a \$1.00 buyout at the end of the 5 th year of lease. Date/Mileage: N/A Cost to maintain this vehicle for last three (3) years: \$0 - New Vehicle/Equipment Major repairs in last three (3) years/cost: N/A Safety Considerations: None			
2. PLANNED DISPOSITION of		3. FINANCING	
Trade-In: <input type="checkbox"/> Transfer: <input type="checkbox"/> Salvage: <input type="checkbox"/> Sale: <input type="checkbox"/> Hold for Backup: <input type="checkbox"/>	REPAIR Life after repair: Current Trade-In Value: Repair Cost: 	COST Estimated Cost: \$19,192 Less Trade-In: <hr/> Net Cost: \$19,192 *Term of Borrowing: Annual Cost of Borrowing: Lease Purchase:	SOURCE OF FUNDS Current Taxes: *Borrowing: Grants, Etc.: Other Funds: DPW Depreciation Fund <hr/> Total: \$19,192 Years: \$19,192

CAPITAL EQUIPMENT REQUEST

PROGRAM Equipment	DEPARTMENT Department of Public Works	FUNCTION Buildings & Grounds	COST CENTER Capital
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1. DESCRIPTION/Purpose and Justification

Replace BG-YT. This 1988 Yannmar tractor/mower is used throughout the growing season to maintain the Dawson Pool Complex. The proposed replacement mower will be equipped with a bagger to keep grass clippings out of the bath-house and filter system. The existing mower is a side-discharge type and creates a safety issue when used at the Dawson Pool Complex. The replacement equipment will provide additional safety features and will be more efficient. Most importantly, if needed to maintain other public grounds – it can easily be transported to other sites via a trailer.

Date/Mileage: 1988

Cost to maintain this vehicle for last three (3) years:\$2,000

Major repairs in last three (3) years/cost: Weld deck; replace belts; replace tires; miscellaneous engine repairs but the engine is very old and tired – so we are holding off in expending additional funds to make necessary expensive repairs versus replacing this equipment.

Safety Considerations: Side-discharge type mower; ground clearance problems; and difficult to transport via trailer.

2. PLANNED DISPOSITION of		3. FINANCING	
	REPAIR	COST	SOURCE OF FUNDS
Trade-In: <input checked="" type="checkbox"/>	Life after repair:	Estimated Cost: \$ 18,500	Current Taxes:
Transfer: <input type="checkbox"/>	Current Trade-In Value: \$500	Less Trade-In: \$ 500	*Borrowing:
Salvage: <input type="checkbox"/>	Repair Cost: Not Applicable since equipment is too old to make needed repairs.	Net Cost: \$ 18,000	Grants, Etc.:
Sale: <input type="checkbox"/>			Other Funds: \$18,000 DPW Depreciation Fund
Hold for Back-up: <input type="checkbox"/>			Total: \$18,000
		*Term of Borrowing: Years:	
		Annual Cost of Borrowing:	
		Lease Purchase:	

RECREATION/AFTER SCHOOL REVOLVING FUNDS

- 1. COMMUNITY RECREATION OPERATION** - This cost center provides the administrative costs involved with the planning, supervision, evaluation and promotion of community recreational programs. Responsibility includes budget preparation, capital budget planning/implementation, administering revenue accounts, monitoring all programs and being on-call from 7:00 am until 6:00 pm during the school year, and from 7:30 am until 8:30 pm during the summer. Supervision includes over 85 staff positions and independent contractors and over 70 programs. This cost center is provided for in cost center #2. *No tax dollars are used.*
- 2. COMMUNITY RECREATION IMPLEMENTATION** - The function of this cost center is to provide comprehensive, self-supporting recreation and leisure services to all populations. Requests include operational costs associated with the summer program, office support, staff support, teen programs, adult programs, and Recreation Committee expenses. *No tax dollars are used.*

REVENUE:	2007	\$428,852	53E 1/2 Revolving Account	
	2008	\$442,282		
	2009	\$347,136		
			COST CENTER REQUEST	\$317,631

- 3. AFTER SCHOOL PROGRAM** - This cost center provides the operational costs associated with the Before and After School Programs and the All-Day Summer Programs licensed by the Dept. of Early Education and Care. It includes all staffing and supplies. *No tax dollars are used.*

REVENUE:	2007	\$237,806	53D Revolving Account	
	2008	\$245,476		
	2009	\$251,614		
			COST CENTER REQUEST	\$295,858

- 4. HOLDEN POOL** - This cost center provides funds necessary to operate the pool. It includes water, sewer, electricity, chemicals and maintenance. This cost center is provided for in cost centers #2 and #3. *No tax dollars are used.*
- 5. LIGHT DEPARTMENT BASKETBALL COURT** – This cost center provides funds to paint, repair cracks and seal-coat the basketball court. This cost center is provided for in cost center #2. *No tax dollars are used.*

COST CENTER REQUEST	\$7,000
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- 6. TROUT BROOK** – Pavilion needs extensive work: siding, painting, exterior lighting improvement and a new garage. Provided for in cost center #2. *No tax dollars are used.*

COST CENTER REQUEST	\$25,000
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Actual 2009	Budget 2010	Estimate 2010		Object Description	Request 2011	Manager 2011
69,086	69,086	69,763	5110	Recreation Director	71,167	71,167
15,000	15,000	15,000	5116	Labor	20,000	20,000
74,720	94,520	89,060	5125	Seasonal Staff	91,150	91,150
0	10,000	10,250	5140	Independent Contractors	14,000	14,000
0	0	0	5175	FICA	0	0
158,806	188,606	184,073		*Total Salary & Wages*	196,317	196,317
2.00	2.00	2.00		# Personnel F/T	2.00	2.00
2.00	1.00	0.00		# Personnel P/T	0.00	0.00
43.00	44.00	44.00		# Personnel Seasonal	45.00	45.00
5,590	5,200	5,200	5175	Health Insurance	6,200	6,200
7,761	11,735	11,735	5177	Regional Retirement	8,652	8,652
14,143	13,000	13,000	5212	Utilities	13,000	13,000
2,500	2,500	2,500	5219	Treas/Coll Reimburse	2,500	2,500
17,111	13,000	18,000	5231	Water/Sewer	20,000	20,000
10	1,000	500	5421	Office Supplies	500	500
0	1,000	1,000	5422	Printing	1,000	1,000
6,355	7,500	10,000	5430	Holden Pool Maintenance	10,000	10,000
8,294	10,000	10,000	5510	Snack Bar Expense	10,000	10,000
475	500	600	5511	Committee Expense	600	600
526	800	800	5581	Uniforms	800	800
12,294	17,000	17,000	5582	Program Supplies	16,000	16,000
0	0	0	5741	N Property/Liability Ins	4,000	4,000
0	0	0	5171	N Workers Comp	1,020	1,020
25,844	35,000	80,000	5830	Capital Outlay	32,000	32,000
100,903	118,235	170,335		*Total Expenses*	126,272	126,272
259,709	306,841	354,408		*Total Budget*	322,589	322,589
FINANCING PLAN						
330,975	383,930	340,984		Program Fee/Passes	351,213	351,213
16,161	21,000	21,000		Snack Bar	21,000	21,000
683,944	660,943	660,943		Previous Balance	457,666	457,666
1,031,080	1,065,873	1,022,927		Total Revenue	829,879	829,879
110,428	210,853	210,853		Transfer to IIF	116,053	116,053
259,709	306,841	354,408		Less Expenditures	322,589	322,589
660,943	548,179	457,666		Balance	391,237	391,237

MAXIMUM APPROPRIATION FOR FY2011
IS \$557,658

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
AFTER SCHOOL PROGRAM						
27,140	26,160	32,213	5112	Recreation Leader	34,166	34,166
145,965	157,784	156,200	5125	Seasonal Staff	159,734	159,734
161	5,000	5,000	5175	FICA	5,500	5,500
173,266	188,944	193,413		*Total Salary & Wages*	199,400	199,400
1.00	1.00	1.00		# Personnel F/T	1.00	1.00
21.00	21.00	26.00		# Personnel P/T	27.00	27.00
8.00	8.00	8.00		# Personnel Seasonal	8.00	8.00
34	40	40	5174	Life Insurance	40	40
24,559	26,000	19,194	5175	Health Insurance	20,100	20,100
4,776	4,790	4,790	5177	Regional Retirement	9,089	9,089
9,085	13,000	13,000	5212	Utilities - Electric	13,000	13,000
7,500	7,500	7,500	5219	Treas/Coll Reimburse	7,500	7,500
6,990	13,000	15,000	5231	Water/Sewer	14,000	14,000
0	168	132	5343	Postage	150	150
588	700	700	5410	Petro	700	700
3,784	4,000	4,000	5421	Office Supplies	4,000	4,000
2,073	3,500	3,000	5422	Printing	3,000	3,000
7,442	7,500	7,500	5430	Holden Pool Maintenance	7,500	7,500
17,493	13,000	13,000	5510	Program Supplies	13,000	13,000
400	500	500	5581	Summer Uniforms	500	500
31	300	325	5711	Mileage Reimbursement	350	350
210	200	200	5731	Dues	200	200
400	1,400	400	5733	Expense of Meetings	400	400
375	750	750	5783	After School Licenses	375	375
0	0	0	5741 N	Property/Liability Ins.	2,000	2,000
0	0	0	5171 N	Workers Comp Ins.	510	510
85,740	96,348	90,031		*Total Expenses*	96,414	96,414
259,006	285,292	283,444		*Total Budget*	295,814	295,814
FINANCING PLAN						
126	900	150	4280	53D Monthly Interest	250	250
251,488	270,425	284,738	4320	Program Fees & Passes	296,030	296,030
9,921	2,529	2,529		Previous Balance	3,973	3,973
261,535	273,854	287,417		Total Revenue	300,253	300,253
0	0	0		Transfer out	0	0
259,006	285,292	283,444		Less Expenditures	295,814	295,814
2,529	-11,438	3,973		Balance	4,439	4,439

Notes

DEPARTMENT Cable Revolving Fund	FUNCTION Holden Community Television	FUNCTION CODE
DEPARTMENT HEAD Brian J. Bullock	PREPARED BY Johnny Suire	

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
72,954	75,892	77,854	Salary & Wages	81,074	81,074
119,868	118,729	117,084	Operating Expense	120,475	120,475
192,822	194,621	194,938	Total Budget	201,549	201,549

FINANCING PLAN

215,562	165,000	165,000	Charter Access Grant	165,000	165,000
233,916	256,656	256,656	Previous Balance	226,718	226,718
449,478	421,656	421,656	Total Revenue	391,718	391,718
192,822	194,621	194,938	Less Expenditures	201,549	201,549
256,656	227,035	226,718	Ending Balance	190,169	190,169

Notes

MAXIMUM SPENDING FOR FY 2011
IS \$278,829

Actual FY 2009	Budget FY 2010	Estimate FY 2010	Object Description	Request FY 2011	Manager FY 2011
57,536	59,838	61,646	5110 Public Access Coord.	63,947	63,947
14,380	14,954	15,108	5119 Public Access Ass't PT	16,027	16,027
1,038	1,100	1,100	5175 FICA	1,100	1,100
72,954	75,892	77,854	*Total Salary & Wages*	81,074	81,074
1.00	1.00	1.00	# Personnel F/T	1.00	1.00
1.00	1.00	1.00	# Personnel P/T	1.00	1.00
6,194	7,025	7,179	5177 Regional Retirement	7,516	7,516
15,181	17,000	17,000	5212 Utilities	17,000	17,000
201	2,500	2,500	5242 Equipment Maint	2,500	2,500
25,255	27,054	25,255	5270 Studio Rental	27,054	27,054
55	250	250	5343 Postage	250	250
3,048	3,000	3,000	5421 Office Supplies	3,000	3,000
0	400	400	5422 Printing	400	400
145	200	200	5711 Mileage	200	200
710	1,000	1,000	5731 membership Expense of	1,000	1,000
24	300	300	5733 Meetings Equipment	300	300
69,055	60,000	60,000	5830 Purchase Property/Liability	60,000	60,000
0	0	0	5741 N Ins.	1,000	1,000
0	0	0	5171 N Workers Comp Ins.	255	255
119,868	118,729	117,084	*Total Expense*	120,475	120,475
192,822	194,621	194,938	*Total Budget*	201,549	201,549

Notes

SOLID WASTE ENTERPRISE FUND

1. **SOLID WASTE COLLECTION AND DISPOSAL** - The Town collects trash on a weekly curbside basis from over 5,600 residents in the Town. Currently, our total collection is over 6,400 tons annually that is brought to the Wheelabrator/Millbury Trash to Energy Plant for disposal. Holden has long benefited from a very favorable "Tier 1" disposal rate which will expire at the end of the year. The new rate is approximately 50% higher than the old and that expense, coupled with a renegotiated collection contract, will mean an increase in our monthly collection rate. This cost center reflects the cost of collection, disposal, billing and administration of this program.

COST CENTER REQUEST \$733,434

2. **RECYCLING** - On a biweekly basis recyclable materials are collected curbside from Holden residences. Over 1700 tons of paper, newsprint, cardboard, plastic, glass, and metal is collected and recycled. The current contract covers the cost of collection and recycling fees. This cost center also represents the administrative effort to coordinate the program and encourage recycling efforts in the community.

COST CENTER REQUEST \$303,961

3. **COMPOSTING AND HOUSEHOLD HAZARDOUS WASTE** - The former Town landfill site is used as a processing facility for residential yard waste. Each spring and fall residents are allowed to bring yard waste and brush to the facility where it is composted. Residents have access to the products of this effort as well as the DPW and Recreation Departments. Each spring and fall, a group of dedicated volunteers, assisted by the Board of Health, conducts Hazardous Materials Disposal Days. The program represents a regional effort to properly dispose of materials currently listed on the DEP banned materials list.

COST CENTER REQUEST \$30,328

TOTAL COST CENTER REQUEST \$1,067,723

DEPARTMENT Inspection Revolving Fund			FUNCTION Inspection Services		FUNCTION CODE 27 Fund		Notes
DEPARTMENT HEAD Dennis J. Lipka			PREPARED BY Dennis J. Lipka				
TOWN MANAGER HIGHLIGHTS							
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Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
51,208	47,172	48,352	5110	Dir. Growth Mgmt/ Bldg. Comm.	48,591	48,591
49,561	45,318	45,772	5112	Clerical	46,822	46,822
23,620	18,000	16,400	5113	Wire Inspector	16,000	16,000
19,365	18,000	15,300	5115	Gas/Plumbing Inspector	16,000	16,000
31,830	18,000	15,500	5119	Building Inspector	16,000	16,000
788	800	750	5132	OT	800	800
176,372	147,290	142,074		*Total Salary & Wages*	144,213	144,213
3.00	3.00	3.00		# Personnel F/T	3.00	3.00
5.00	5.00	5.00		# Personnel P/T	5.00	5.00
2,081	2,600	2,600	5173	Medicare	2,500	2,500
53	60	60	5174	Life Insurance	75	75
9,963	20,000	20,000	5175	Health Insurance	24,000	24,000
7,836	8,542	8,542	5177	Retirement	11,624	11,624
0	200	200	5301	Advertising	200	200
2,450	4,500	4,250	5303	Consulting Services	4,500	4,500
0	2,500	1,500	5307	Peer Review	2,500	2,500
2,540	1,200	1,250	5311	Software Purchase	2,450	2,450
0	925	875	5340	Cell Phones	925	925
1,994	1,000	1,000	5343	Postage	1,000	1,000
2,603	1,800	1,700	5421	Office Supplies	1,800	1,800
1,595	1,800	1,250	5509	Train/Educ/Programs	1,600	1,600
298	600	600	5510	Technical Ref Books	600	600
0	750	585	5582	Non Capital Equipment	750	750
3,900	4,800	4,400	5710	Car Allowance	4,800	4,800
340	800	750	5731	Association Dues	800	800
0	250	210	5732	Publications	250	250
342	1,200	700	5733	Expense of Meetings	1,200	1,200
0	1,500	975	5794	Hardware Purchase	1,250	1,250
0	1,500	0	5891	GIS Map Program	0	0
35,995	56,527	51,447		*Total Expenses*	62,824	62,824

Notes
60%
60%; 60%; 20%

INSPECTION REVOLVING FUND

- 1. INSPECTION SERVICES** - Massachusetts State Law requires professional inspections for most building construction and renovation activities, and for all electrical, mechanical, plumbing and gas fitting work. This cost center also includes regular annual inspections for public buildings, schools, restaurants, health care facilities, and multi-family housing complexes. Costs include review of all plans for compliance with the appropriate state codes and regulations, and conformance with local zoning and planning regulations. The maintenance of proper records, the conduct of professional and timely inspections, and the complete and comprehensive review of plans are a focus of this cost center. This Division issues over 4,000 permits and conducts more than 5,000 inspections annually.

COST CENTER REQUEST \$118,269

- 2. PERMITTING AND PUBLIC ASSISTANCE** - This cost center represents activities related to the Department's goal of streamlining and improving the efficiency of the permitting process, and the delivery of accurate, technical, competent and timely information to property owners, developers, the business community, and other community or governmental organizations, as well as the general public. Continuing efforts are in place to provide a town wide map and parcel based data system for all permit activity. Records management continues as a problem in that State law requires the maintenance of all building permit records for the life of the building. Coordination of efforts with the Fire Department, Engineering, and Assessors are all integrated into the efforts in this cost center.

COST CENTER REQUEST \$88,768

TOTAL COST CENTER REQUEST \$207,037

DEPARTMENT			FUNCTION		FUNCTION CODE		Notes
Inspection Revolving Fund			Inspection Services		27 Fund		
DEPARTMENT HEAD			PREPARED BY				
Dennis J. Lipka			Dennis J. Lipka				
TOWN MANAGER HIGHLIGHTS							
Actual	Budget	Estimate	APPROPRIATION		Request	Manager	
FY 2009	FY 2010	FY 2010	SUMMARY		FY 2011	FY 2011	
176,372	147,290	142,074	Salary & Wages		144,213	144,213	
35,995	56,527	51,447	Operating Expense		62,824	62,824	
212,367	203,817	193,521	Total Budget		207,037	207,037	
FINANCING PLAN							
38,150	36,000	41,250	4420	Wire Fees	47,500	47,500	
37,255	41,000	42,500	4421	Plumbing/Gas Fees	48,000	48,000	
74,730	117,000	134,500	4422	Building Fees	145,000	145,000	
0	0	0	4423	GIS Fees	0	0	
2,850	2,000	1,550	4840	Miscellaneous	2,000	2,000	
244,273	184,891	184,891		Previous Balance	211,170	211,170	
397,258	380,891	404,691	TOTAL REVENUE		453,670	453,670	
212,367	203,817	193,521	TOTAL EXPEND.		207,037	207,037	
184,891	177,074	211,170	BALANCE		246,633	246,633	

MAXIMUM APPROPRIATION FOR FY 2011 IS \$278,829

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
51,208	47,172	48,352	5110	Dir. Growth Mgmt/ Bldg. Comm.	48,591	48,591
49,561	45,318	45,772	5112	Clerical	46,822	46,822
23,620	18,000	16,400	5113	Wire Inspector	16,000	16,000
19,365	18,000	15,300	5115	Gas/Plumbing Inspector	16,000	16,000
31,830	18,000	15,500	5119	Building Inspector	16,000	16,000
788	800	750	5132	OT	800	800
176,372	147,290	142,074		*Total Salary & Wages*	144,213	144,213
3.00	3.00	3.00		# Personnel F/T	3.00	3.00
5.00	5.00	5.00		# Personnel P/T	5.00	5.00
2,081	2,600	2,600	5173	Medicare	2,500	2,500
53	60	60	5174	Life Insurance	75	75
9,963	20,000	20,000	5175	Health Insurance	24,000	24,000
7,836	8,542	8,542	5177	Retirement	11,624	11,624
0	200	200	5301	Advertising	200	200
2,450	4,500	4,250	5303	Consulting Services	4,500	4,500
0	2,500	1,500	5307	Peer Review	2,500	2,500
2,540	1,200	1,250	5311	Software Purchase	2,450	2,450
0	925	875	5340	Cell Phones	925	925
1,994	1,000	1,000	5343	Postage	1,000	1,000
2,603	1,800	1,700	5421	Office Supplies	1,800	1,800
1,595	1,800	1,250	5509	Train/Educ/Programs	1,600	1,600
298	600	600	5510	Technical Ref Books	600	600
0	750	585	5582	Non Capital Equipment	750	750
3,900	4,800	4,400	5710	Car Allowance	4,800	4,800
340	800	750	5731	Association Dues	800	800
0	250	210	5732	Publications	250	250
342	1,200	700	5733	Expense of Meetings	1,200	1,200
0	1,500	975	5794	Hardware Purchase	1,250	1,250
0	1,500	0	5891	GIS Map Program	0	0
35,995	56,527	51,447		*Total Expenses*	62,824	62,824
212,367	203,817	193,521		*Total Budget*	207,037	207,037

Notes
60% 60%; 60%; 20%

<i>Financing</i>	FY 2009		FY 10		FY 11		FY 11 Town Manager
	Approved		Approved		Requested		
Opening Balance	414,432		79,087		104,087		104,087
Transfer from Overlay Surplus	50,000		50,000		0		0
Appropriation	50,000		25,000		75,000		75,000
Sub Total	514,432		154,087		179,087		179,087
<i>Expenditures</i>							
Engine 1 & Rescue Replacement	450,000						
Engine 6 Debt Service (\$250K borrowed)			50,000				
Ambulance #3					250,000		90,000
TOTALS	450,000		50,000		250,000		90,000
Net Fund Balance	64,432		104,087		-70,913		89,087

	3 yr lease/purchase
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	FY 09 Last Year Actual	FY 10 Current Year Budget	FY 10 Current Year Estimates	FY 11 Department Request	FY 11 Manager Approval
HUMAN SERVICES					
Veterans Benefits	69,030	56,200	41,200	41,200	41,200
Senior Citizens	213,042	218,736	232,462	226,113	226,113
TOTAL	282,072	274,936	273,662	267,313	267,313

VETERANS

1. **COMMONWEALTH OF MA VETERANS ASSISTANCE** - 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 Town budgets the remaining 25% of assistance which is included in this cost center.

COST CENTER REQUEST \$35,000

2. **FEDERAL GOVERNMENT VETERANS ASSISTANCE** - 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 cost center represents about 20% of the agent's salary and expenses.

COST CENTER REQUEST \$6,200

TOTAL COST CENTER REQUEST \$41,200

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
3,100	6,200	6,200	Salary & Wages	6,200	6,200
35	0	0	Operating Expense	0	0
65,895	50,000	35,000	Aid & Assistance	35,000	35,000
69,030	56,200	41,200	Total Budget	41,200	41,200

FINANCING PLAN					
0	6,000	0	State Reimbursement	1,000	1,000
69,030	50,200	41,200	General Fund	40,200	40,200
69,030	56,200	41,200	Total	41,200	41,200

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
3,100	6,200	6,200	5120	Veterans Agent	6,200	6,200
0	0	0	5122	Clerical	0	0
3,100	6,200	6,200		*Total Salary & Wages*	6,200	6,200
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
0	0	0	5343	Postage	0	0
35	0	0	5421	Office Supplies	0	0
0	0	0	5710	Car Allowance	0	0
65,895	50,000	35,000	5770	Aid & Assistance	35,000	35,000
65,930	50,000	35,000		*Total Expense*	35,000	35,000
69,030	56,200	41,200		*Total Budget*	41,200	41,200

Notes

SENIOR CITIZENS

1. **LEADERSHIP** –This cost center includes 75% of the salary and expenses of the Council on Aging Coordinator. It is the Coordinator's responsibility to develop and direct programs at the Holden Senior Center that benefit senior citizens. This center also includes advocacy for the elderly, and maintaining existing services. The Coordinator 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 Coordinator supervises the Senior Center staff and directs the activities and efforts of many volunteers. The number of volunteer hours seems to increase each year, and last year was estimated to be over 16,594 hours. At the EOE's suggested rate of \$15.39/hr., this represents about \$255,382 in personnel cost savings.

COST CENTER REQUEST \$46,392

2. **PROGRAM COORDINATION** - Program coordination was a new cost center in the FY2007 Budget. This service addresses the need for overall coordination of the Senior Center's many programs, and the development of new offerings to meet changing senior needs. Costs included are the part-time salary for the Program Coordinator. This position provides seniors with a higher level of programming and services.

COST CENTER REQUEST \$13,557

3. **PUBLIC INQUIRY/ASSISTANCE** –This cost center represents 25% of the Coordinator's salary, 80% of the Senior Clerk's time, 50% of Outreach hours, and expenses for responding to inquiries and providing information to the general public about senior services. Information is also disseminated by mailing of the monthly Newsletter and speakers and workshops. For example, free legal and tax preparation clinics are offered yearly.

COST CENTER REQUEST \$53,223

SENIOR CITIZENS

- 4. OUTREACH/ACTIVITIES** - The Outreach Program identifies frail, isolated, home-bound elderly to promote their overall health and well-being. We offer telephone reassurance, friendly visiting, home delivered meals, transportation, escort service, caregivers support group, bereavement support group, 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 increase outreach services by funding additional hours through the annual EOEA grant.

COST CENTER REQUEST \$27,530

- 5. TRANSPORTATION** - This cost center captures the expenses of providing 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 van has enabled the HCOA to meet much of the unmet need in our transportation service. Transportation is also offered to any handicapped resident regardless of age under the ADA. (These trips represent about half of the total rides.) Trips are for medical appointments, grocery shopping, and attendance at nutrition, health, and recreation functions. Escort service is available. The costs represent salaries of the transportation coordinator, bus drivers and a van escort. Transportation costs are offset by a grant.

Passenger Trips/Year	FY 08 5,667	FY 09 6,230	FY 10 6,230
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COST CENTER REQUEST \$79,311

- 6. NUTRITION** – Maintaining proper nutrition is essential to the elderly. This cost center includes the expenses of providing daily Home Delivered Meals to homebound seniors (Meals on Wheels), and the senior luncheon at the Senior Center, Monday – Friday.

Home Delivered Meals	FY 08 14,964	FY 09 15,860	FY 10 15,860
Congregate Meals	FY 08 5,094	FY 09 7,150	FY 10 7,150

COST CENTER REQUEST \$6,100

TOTAL COST CENTER REQUEST \$226,113

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
176,865	177,876	191,602	Salary & Wages	200,053 0	200,053
36,177	40,860	40,860	Operating Expense	26,060	26,060
213,042	218,736	232,462	Total Budget	226,113	226,113

FINANCING PLAN

0	1,450	1,450	Misc. Holden Van Fares	1,450	1,450
45,518	46,519	35,519	WRTA/Bus		
			Receipts	35,519	35,519
167,524	172,217	195,493	General Fund	189,144	189,144
213,042	218,736	232,462	Total	226,113	226,113

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010	ASSESSMENT EDUCATION	Request FY 2011	Manager FY 2011
19,609,682	16,269,045	16,269,045	Wachusett Regional School District	16,295,270	16,295,270
0	45,872	45,872	Reserve Fund Transfer	0	0
0	1,492,415	1,492,415	Voluntary Contribution	1,898,889	1,898,889
378,911	791,090	791,090	WRSD Transportation	822,734	822,734
0	1,109,784	986,528	New High School Debt (Const)	1,026,010	1,026,010
17,839	52,805	7,210	Debt (Oil Remediation)	44,644	44,644
20,006,432	19,761,011	19,592,160	Total WRSD	20,087,547	20,087,547
			Vocational Education Tuition		
526,242	644,926	644,926	Montachusett Vocational	664,274	675,000
526,242	644,926	644,926	Total Vocational Tuition	664,274	675,000
20,532,674	20,405,937	20,237,086	*Total Expenses*	20,751,821	20,762,547
20,532,674	20,405,937	20,237,086	*Total Budget*	20,751,821	20,762,547

	FY 09 Last Year Actual	FY 10 Current Year Budget	FY 10 Current Year Estimates	FY 11 Department Request	FY 11 Manager Approval
CULTURE					
Gale Free Library	713,258	726,157	723,897	757,115	742,115
Historical Commission	4,996	6,665	6,665	6,665	6,665
TOTAL	718,254	732,822	730,562	763,780	748,780

GALE FREE LIBRARY

As a policy-making body, the Board of Library Trustees selects a Library Director, adopts policies for public service, seeks funding for effective library services, and promotes the library to the community.

1. **LEADERSHIP** - 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 networks and the state, serves as department head to the town manager, and represents the library to the community.

COST CENTER REQUEST \$108,425

2. **INFORMATION AND REFERENCE SERVICES** - With staff assistance, patrons gather information and do independent research on site and by telephone, using print resources, on-line databases such as Infotrac, and Newsbank, Internet, and various Massachusetts networks. Borrowing from other libraries has increased dramatically. Patrons place direct interlibrary loan requests from home or in the library via computer. Researching local history has become very popular and it always requires staff assistance. Library is now wireless.

	FY08	FY09	FY10	FY11
Reference Questions	8,200	8,500	8,550	8,550
Interlibrary Loans	23,000	25,000	26,000	27,000

COST CENTER REQUEST \$137,167

3. **CHILDREN'S SERVICES** - Families and children explore and appreciate their world using excellent and diverse collections and on-line information services in a welcoming and friendly room. Staff answer questions, provide Internet and database training, and introduce children to the library and its resources with storytimes, performances, concerts, book-lists, bulletin boards and summer reading clubs and programs. A major focus of our services is on very young children and their parents-with programs and collection development.

	FY08	FY09	FY10	FY11
Circulation of items	111,000	114,000	115,000	116,000
Reference Questions	5,900	6,000	6,000	6,100
Program Attendance	3,600	3,600	3,800	3,800

COST CENTER REQUEST \$188,718

GALE FREE LIBRARY

4. **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 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. Numerous assignments from elementary, middle, and high schools are assigned concerning local history and GFL is the only resource.

	FY08	FY09	FY10	FY11
Circulation of items	90,000	92,000	93,000	93,000
Reference Questions	10,000	10,500	11,000	11,500
Class Visits	35	35	35	35

COST CENTER REQUEST \$127,742

5. **POPULAR READING AND PERSONAL ENRICHMENT** - Patrons borrow something enjoyable to read, listen to, or view, related to personal interests and hobbies. To meet these needs, the library provides new fiction, best sellers, picture books, videos, DVDs, CDs, magazines, books cds and Playaways, popular nonfiction, and access to and training about special Internet resources. Adult book discussion groups meet twice a month to discuss popular best sellers. Fastest growing part of our services.

	FY08	FY09	FY10	FY11
Circulation of Items	160,000	170,000	172,000	173,000
Programs and Displays	138	140	145	150

COST CENTER REQUEST \$191,564

6. **CAPITAL** – Replace all chairs at computer stations. \$2000.00
 Replace actuators/thermostats for heating systems. \$1500.00

COST CENTER REQUEST \$3,500

TOTAL COST CENTER REQUEST \$757,115

DEPARTMENT Gale Free Library	FUNCTION Library Services	FUNCTION CODE 01-610
DEPARTMENT HEAD Jane Dutton	PREPARED BY Jane Dutton	

Notes

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
513,565	517,027	517,027	Salary & Wages	538,805	538,805
186,843	202,130	203,964	Operating Expense	214,810	199,810
12,850	7,000	2,906	Capital Outlay	3,500	3,500
713,258	726,157	723,897	Total Budget	757,115	742,115

FINANCING PLAN					
0	0	0	Miscellaneous	0	0
15,998	21,000	18,000	Fees/Charges	18,000	18,000
697,260	705,157	705,897	General Fund	739,115	724,115
713,258	726,157	723,897	Total	757,115	742,115

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
75,439	75,440	75,440	5110	Library Director	77,708	77,708
116,841	116,245	116,245	5111	Librarians Salaried Assistant	121,642	121,642
321,285	325,342	325,342	5112	Librarians	339,455	339,455
513,565	517,027	517,027		*Total Salary & Wages*	538,805	538,805
7.00	7.00	7.00		# Personnel F/T	7.00	7.00
10.00	11.00	11.00		# Personnel P/T	11.00	11.00
30,000	30,000	30,000	5212	Utilities	30,000	30,000
18,000	18,000	18,000	5214	Fuel	18,000	18,000
876	700	900	5231	Water/Sewer Equipment	900	900
2,512	2,500	2,500	5242	Maintenance	2,500	2,500
29,971	29,000	29,424	5243	CW MARS	26,480	26,480
7,237	7,000	8,210	5247	Capital Equip. Maint	7,000	7,000
2,162	2,230	2,230	5249	Alarm/Monitor	2,230	2,230
1,260	1,600	1,600	5343	Postage	1,600	1,600
1,568	1,600	1,600	5421	Office Supplies	1,600	1,600
3,616	3,700	3,700	5423	Material Processing Building	3,700	3,700
13,161	14,000	14,000	5430	Maintenance	14,000	14,000
290	300	300	5731	Association Dues	300	300
70,024	85,000	85,000	5732	Books	100,000	85,000
873	1,200	1,200	5733	Expense of Meetings Technology	1,200	1,200
5,293	5,300	5,300	5794	Equipment	5,300	5,300
12,850	7,000	2,906	5825 C	Capital Outlay	3,500	3,500
199,693	209,130	206,870		*Total Expenses*	218,310	203,310
713,258	726,157	723,897		*Total Budget*	757,115	742,115

Notes

HISTORICAL COMMISSION

- 1. HENDRICKS HOUSE MAINTENANCE/RESTORATION** - 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.

COST CENTER REQUEST \$5,460

- 2. HISTORICAL RESEARCH** - 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.

COST CENTER REQUEST \$810

HISTORICAL COMMISSION

3. **EDUCATION** - 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.

COST CENTER REQUEST	\$395
TOTAL COST CENTER REQUEST	\$6,665

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

TOWN MANAGER HIGHLIGHTS

Actual FY 2009	Budget FY 2010	Estimate FY 2010	APPROPRIATION SUMMARY	Request FY 2011	Manager FY 2011
0	0	0	Salary & Wages	0	0
4,996	6,665	6,665	Operating Expense	6,665	6,665
4,996	6,665	6,665	Total Budget	6,665	6,665

FINANCING PLAN

4,996	6,665	6,665	General Fund	6,665	6,665
4,996	6,665	6,665	Total	6,665	6,665

Notes

Actual FY 2009	Budget FY 2010	Estimate FY 2010		Object Description	Request FY 2011	Manager FY 2011
0	0	0	5122	Clerical	0	0
0	0	0		*Total Salary & Wages*	0	0
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
0.00	1.00	0.00		# Personnel P/T	0.00	0.00
222	400	400	5212	Utilities	400	400
3,755	3,000	3,000	5214	Fuel	3,000	3,000
0	100	100	5231	Water/Sewer	100	100
967	2,500	2,500	5249	Alarm Monitor	2,500	2,500
0	100	100	5343	Postage	100	100
0	100	100	5421	Office Supplies	100	100
0	100	100	5422	Maps & Photos	100	100
25	60	60	5430	Misc. Repairs	60	60
0	50	50	5582	Supplies	50	50
0	125	125	5731	Association Dues	125	125
27	30	30	5732	Subscriptions	30	30
0	100	100	5733	Expense of Meetings	100	100
4,996	6,665	6,665		*Total Expense*	6,665	6,665
4,996	6,665	6,665		*Total Budget*	6,665	6,665

Notes

DESCRIPTION	VEHICLE TO BE REPLACED	REQUESTED FY 2011	MANAGER RECOMMENDED	FY 2012	FY 2013	FY 2014	FY 2015
<u>Public Works Highway</u>							
Truck #48 Dump Body		11,000	11,000	Depreciation Fund			
Truck #12 4x4 Dump & Spreader		35,000	35,000	Depreciation Fund			
Sidewalk Machine w Plow	DP #44	135,000	72,000	2 yr lease purchase Depreciation Fund			
Truck #19 1 Ton 4x4 Dump				85,000			
Truck #13 Large Dump/Spreader/Plow				150,000			
Truck #57 4x4 Plow & Sander				45,000			
Truck #11 1 Ton 4x4 Dump/Plow					90,000		
Truck #48 1 Ton Dump/Plow/Spreader						75,000	
Loader #17 Plow & Wing							180,000
Truck #15 4x4 Plow, Wing, Spreader					160,000		
Sweeper #47					130,000		
Truck #6 w/Plow						50,000	
Truck #46 4x4 Plow/Wing/Spreader						160,000	
Sweeper #33							130,000
Replace Snow Plows for 3 Trucks		30,000	0				
Arterials & Collector Roads							
<i>Chapter 90 Funding</i>	<i>493,865</i>						
Local Roads		294,776	200,000				
Sidewalk Construction							
Sidewalk Maintenance							
Crack Sealing		45,000		30,000	30,000	30,000	30,000
Drainage (See Depreciation Fund)		10,000		20,000			
Guard Rail		30,000	30,000	80,000			
<u>Sub-Total Highway</u>		<i>590,776</i>	<i>348,000</i>	<i>410,000</i>	<i>410,000</i>	<i>315,000</i>	<i>340,000</i>
<u>Public Works Garage</u>							
New Salt Shed							
<i>Chapter 90 Funding</i>	<i>175,000</i>						
<u>Public Works Bldgs/Grounds</u>							
Town Hall Parking Lot & Sidewalks		65,000	0	Depreciation Fund			
Mountview School Parking Lot, Sidewalks		85,000	0	Depreciation Fund			
Field Mower				70,000			
#30 F550 w/Plow & Sander				75,000			
Chipper					30,000		
#38 F250 4x4 w/Plow						40,000	
Leaf Vacuum				25,000			
Sidewalk Machine w/Plow, Blower							140,000
#41 4x4 w/Plow						40,000	
Cemetery Mowers					20,000		
Cemetery Backhoe					30,000		

Bldgs/Grounds Cont.							
New Tractor 5 year Lease Purchase		19,192	19,192	19,192	19,192	19,192	
Yannmar Mower Replacement		18,000	18,000	Depreciation Fund			
Cemetery Utility Vehicle Dump							15,000
Starbard Common Area Floors		8,000	0	Depreciation Fund			
Town Hall Common Area Floors		5,000	0	Depreciation Fund			
#37 4x4 Dump w/Plow							45,000
Rail Trail		10,000	0	10,000	10,000	10,000	10,000
Sub-Total Bldgs/Grounds		210,192	37,192	199,192	109,192	109,192	140,000
Engineering Division							
Culvert & Guardrail Engineering Study		10,000	5,000	Depreciation Fund			
Sub-Total Engineering		10,000	5,000				
Water/Sewer Division							
Vacuum Truck Lease Purchase		30,000	30,000	W/S Stabilization Fund			
I & I Study		50,000	50,000	W/S Stabilization Fund			
Spring St Well Redevelopment				25,000	25,000	25,000	
Tank Inspection				12,000	12,000		
Sectional Leak Detection				25,000		25,000	
Master Meter Calibration				25,000		25,000	
Water/Sewer #3 1 Ton w/Plow	1995 F350	75,000	0	W/S Stabilization Fund			
Water/Sewer #2 4x4 w/Plow				35,000			
Water/Sewer #4 1 Ton w/Utility Plow						50,000	
Water/Sewer #60 w/Plow						90,000	
Water/Sewer #5 1Ton w/Utility Plow				70,000			
Water/Sewer #7 1 Ton w/Utility Plow					70,000		
Water/Sewer #50 4x4 w/Plow				35,000			
Water/Sewer #80 Administration							30,000
Water/Sewer #39 Backhoe					100,000		
Sub-Total Water/Sewer		155,000	80,000	227,000	207,000	215,000	30,000

DESCRIPTION	VEHICLE TO BE REPLACED	REQUESTED FY 2011	MANAGER RECOMMENDED	FY 2012	FY 2013	FY 2014	FY 2015
<u>Assessors</u>							
Revaluation	-			40,000			45,000
<i>Sub-Total Assessors</i>	-			40,000			45,000
<u>Library</u>	-						
Replace Chairs	-	2,000	2,000				
Replace Thermostats	-	1,500	1,500				
Install Security System	-			60,000			
Repair and Paint Original Windows	-				7,000		
<i>Sub-Total Library</i>	-	3,500	3,500	60,000	7,000		
<u>Recreation</u>							
Kitchen in Trout Brook Lodge		15,000	15,000				
ADA accessible bathroom Trout Brook		12,000	12,000				
Pavilion at Trout Brook		25,000	25,000				
Basketball Court - Light Dept.		7,000	7,000				
<i>Sub-Total Recreation</i>		59,000	59,000				
<u>Police</u>							
Patrol Vehicles	Cars #1 & #4	62,000	62,000	64,000	66,000	73,000	68,000
<i>Sub-Total Police</i>		62,000	62,000	64,000	66,000	73,000	68,000
<u>Fire</u>							
Vehicle Stabilization		100,000	75,000	100,000	100,000	116,000	116,000
Personal Protective Equipment		25,000	25,000	20,000	20,000	20,000	20,000
Convert Rescue to Forestry		20,000	20,000				
Replace Squad One							150,000
Replace Car 1					50,000		
Replace Car 2				42,000			
Replace Car 3		35,000	35,000				
Technology Upgrades		40,000	40,000	45,000	45,000	45,000	
Initial EMS Equipment		85,000	85,000	85,000	85,000		
Ambulance 3 & Equipment		250,000	90,000	Fire Vehicle Stabilization Fund			
Replace Ambulance 2							300,000
<i>Sub-Total Fire</i>		455,000	295,000	192,000	200,000	65,000	470,000
TOTALS		1,545,468	889,692	1,192,192	999,192	777,192	1,093,000