



# **FY 2012 BUDGET**

***Town of Holden • Massachusetts***

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## **FY 2012**

### **BUDGET CALENDAR**

Department Capital Budget Submission	September 30,2010
Call for Estimates/Issue Guidelines	October 13, 2010
Submission of Revised Cost Centers	October 29, 2010
Department Operating Budget Submission	December 8, 2010
Town Manager Review	December 9 - January 28, 2011
Budget Production	January 31 - February 14, 2011
Budget Submission	February 15, 2011
Finance Committee Budget Review	February 16 - March 25, 2011
Last Day to Submit Warrant Articles	March 25, 2011
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 4, 2011
Post Warrant for Annual Town Meeting	April 29, 2011
Town Reports Available	May 9, 2011
Annual Town Election	May 9, 2011
Adjourned Annual Town Meeting	May 16, 2011

## BUDGET SUMMARY

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Manager FY 2012
General Government	3,407,716	3,892,965	4,260,112	4,382,482	4,241,329	4,749,312
Public Safety	3,221,588	3,296,886	3,924,371	4,446,574	4,477,787	4,469,380
Public Works	2,648,992	2,380,005	2,432,052	2,606,620	2,560,783	2,236,661
Human Services	200,897	282,072	251,751	267,313	270,633	296,775
Culture	693,917	718,254	722,746	748,780	760,581	723,117
<b>TOTAL MUNICIPAL</b>	<b>10,173,110</b>	<b>10,570,182</b>	<b>11,591,032</b>	<b>12,451,769</b>	<b>12,311,113</b>	<b>12,475,245</b>
<b>TOTAL DEBT</b>	<b>3,618,806</b>	<b>3,524,089</b>	<b>3,712,323</b>	<b>3,790,569</b>	<b>3,790,569</b>	<b>4,016,137</b>
<b>TOTAL EDUCATION</b>	<b>20,546,735</b>	<b>20,514,835</b>	<b>20,397,444</b>	<b>20,658,164</b>	<b>20,632,922</b>	<b>21,303,102</b>
<b>TOTAL MUNICIPAL, DEBT AND EDUCATION</b>	<b>34,338,651</b>	<b>34,609,106</b>	<b>35,700,799</b>	<b>36,900,502</b>	<b>36,734,604</b>	<b>37,794,484</b>
<b>OTHER FUNDS</b>						
Water/Sewer Enterprise Fund	4,558,428	4,411,413	4,803,760	5,128,073	5,067,038	5,593,094
Water/Sewer Stabilization Fund	-	-	25,000	80,000	80,000	30,000
DPW Depreciation Fund	130,000	20,000	406,192	218,192	218,192	19,192
Recreation Revolving Fund	304,074	259,709	375,461	322,589	344,642	471,076
After School Revolving Fund	239,398	259,006	256,990	295,814	284,210	299,074
Cable Revolving Fund	182,509	192,822	178,783	201,549	201,389	260,054
Solid Waste Enterprise Fund	926,926	937,979	959,668	1,088,723	1,063,594	1,164,907
Inspection Revolving Fund	201,317	212,367	203,893	207,037	199,227	214,271
Fire Vehicle Stabilization Fund	-	450,000	50,000	90,000	90,000	134,800
<b>TOTAL OTHER FUNDS</b>	<b>6,542,652</b>	<b>6,743,296</b>	<b>7,259,747</b>	<b>7,631,977</b>	<b>7,548,292</b>	<b>8,186,468</b>

## 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.

<b>DEPARTMENT</b> Moderator	<b>FUNCTION</b> Moderator	<b>FUNCTION CODE</b> 01-114
<b>DEPARTMENT HEAD</b> George Balko, III	<b>PREPARED BY</b>	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
100	100	100	100	100	5120	Moderator	100
100	100	100	100	100		<b>*Total Salary &amp; Wages*</b>	100
0.00	0.00	0.00	0.00	0.00		<b># Personnel F/T</b>	0.00
1.00	1.00	1.00	1.00	1.00		<b># Personnel P/T</b>	1.00
0	0	0	15	15	5731	Association Dues	15
0	0	0	50	50	5733	Expense of Meetings	50
0	0	0	65	65		<b>*Total Expense*</b>	65
100	100	100	165	165		<b>*Total Budget*</b>	165

## FINANCE COMMITTEE

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

Average number of meetings per year                      25

	FY 09	FY 10	FY 11	FY 12 est.
Meetings Held	25	26	19	25

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

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

<b>DEPARTMENT</b> Finance Committee	<b>FUNCTION</b> Finance Committee	<b>FUNCTION CODE</b> 01-131
<b>DEPARTMENT HEAD</b> James Dunn, Chairman	<b>PREPARED BY</b> James Dunn	

<b>NOTES</b>
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<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Budget FY 2011</b>	<b>Estimate FY 2011</b>	<b>Object Description</b>	<b>Manager FY 2012</b>
0	0	0	0	0	Clerical	0
0	0	0	0	0	<b>*Total Salary &amp; Wages*</b>	0
0	0	0	0	0	<b># Personnel F/T</b>	0
0	0	0	0	0	<b># Personnel P/T</b>	0
50	0	0	50	50	5343 Postage	50
141	150	140	150	150	5421 Office Supplies	150
226	231	231	240	231	5731 Association Dues	235
968	868	1,320	1,200	1,200	5733 Expense of Meetings	1,500
60,000	125,000	360,000	100,000	100,000	5781 Reserve Fund	100,000
<b>61,385</b>	<b>126,249</b>	<b>361,691</b>	<b>101,640</b>	<b>101,631</b>	<b>*Total Expense*</b>	<b>101,935</b>
<b>61,385</b>	<b>126,249</b>	<b>361,691</b>	<b>101,640</b>	<b>101,631</b>	<b>*Total Budget*</b>	<b>101,935</b>



**BOARD OF SELECTMEN**

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

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

Activity	FY 2009	FY 2010	FY 2011	FY 2012 (EST)
Selectmen Regular Meetings	25	25	25	25
Selectmen Special/ Budget Meetings	20	20	20	20

Once a year the Board of Selectmen provides a breakfast and/or cook out to honor employees during Employee Appreciation Week.

The Board's budget provides monies to support a parade on Memorial Day.

<b>DEPARTMENT</b> Board of Selectmen	<b>FUNCTION</b> Board of Selectmen	<b>FUNCTION CODE</b> 01-122
<b>DEPARTMENT HEAD</b> David J. White	<b>PREPARED BY</b>	

<b>NOTES</b>
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
5,150	5,150	5,150	5,150	5,150	5120 Selectmen Salary	5,150
1,979	1,617	1,824	2,350	2,300	5122 Selectmen Clerical	2,350
<b>7,129</b>	<b>6,767</b>	<b>6,974</b>	<b>7,500</b>	<b>7,450</b>	<b>*Total Salary &amp; Wages*</b>	<b>7,500</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b># Personnel F/T</b>	<b>0.00</b>
<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b># Personnel P/T</b>	<b>6.00</b>
207	369	270	400	400	5301 Advertising	400
183	445	210	300	300	5343 Postage	300
949	238	347	950	950	5421 Office Supplies	950
1,000	1,000	1,000	1,000	1,000	5710 Car Allowance	1,000
2,698	2,726	2,726	2,800	2,726	5731 Association Dues	2,800
3,073	3,075	3,877	3,500	3,500	5733 Expense of Meetings	3,500
1,001	1,378	852	1,200	1,200	5780 Employee Appreciation	1,200
5,000	4,332	5,000	5,000	5,000	5792 Memorial Day Parade	5,000
1,847	0	0	0	0	5793 International Diplomacy	0
0	0	11,670	0	0	5781 Reserve Fund	0
<b>15,958</b>	<b>13,563</b>	<b>25,952</b>	<b>15,150</b>	<b>15,076</b>	<b>*Total Expenses*</b>	<b>15,150</b>
<b>23,087</b>	<b>20,330</b>	<b>32,926</b>	<b>22,650</b>	<b>22,526</b>	<b>*Total Budget*</b>	<b>22,650</b>

## TOWN MANAGER

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

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

The Town Manager is responsible for the annual 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 15<sup>th</sup> 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.

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

Activity Claims Processed	FY 2008	FY 2009	FY 2009 December Ice Storm Claims	FY 2010	FY 2011	FY 2012 (EST)
Auto	4	6	14	7	7	6
Property/General Liability	1	1	2	1	0	1

The Assistant Town Manager is responsible for the purchasing function coordinating the formulation, distribution and award of formal bids generated by various departments. Compliance with the public bidding laws is monitored. Joint bids with other towns are coordinated and encouraged for additional savings. Approximately 500 purchase orders are processed and files of purchasing catalogs are made available to departments. During FY 2011 the Assistant Town Manager attended the required courses and is now a certified Massachusetts Certified Public Purchasing Officer (MCPPO) by the State Office of the Inspector General. Every city and town is required to have a MCPPO. The Town Manager will be attending these courses during FY 12 to become certified.

**TOWN MANAGER**

Activity	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 (EST)
Bids	12	12	14	12	12
Purchase Orders	950	800	422	500	500

Along with general administrative support, this budget 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.

The Town Manager's office has always administered the Personnel function. In FY 2012 this is recognized by merging the two functions together. The Assistant Town Manager's position has been revised to include responsibility for the Personnel function. The position will also be responsible for collective bargaining and related union issues.

The Personnel Department prepares job notices and advertisements. In fiscal year 2009, 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.

Activity	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 (EST)
Vacancy Notices Posted	12	10	16	10	8
Unemployment Claims	1	6	1	1	1
Workers Comp Claims/IOD	6	10	8	10	8
Retirements	5	2	2	5	2

**TOWN MANAGER**

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

The Personnel Department provides services to many departments, includes monies for training and physicals for new employees, and prepares the annual Employee Recognition ceremony.

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

The wage adjustment line in the 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. Also included is funding for the management incentive plan. Collective bargaining agreements which have not been settled for RY 2012 include the firefighters and light department unions. Additional funds have been set aside for non-union employee cost-of-living adjustments. All other Agreements expire on June 30, 2013.

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

There is an increasing amount of State and Federal laws which require our compliance. This office insures compliances in such areas as Family Medical Leave Act, Fair Labor Standards Act, H.I.I.P.A., Workers' Compensation and Unemployment Compensation to name a few.

In FY 2011 an amount of \$5,200 was appropriated for part time clerical support in the event that Boards and Commissions needed additional clerical support to comply with recently enacted changes in the Open Meeting Law. This amount is continued into FY 2012.

In FY 2011 a sum of money was allocated to pay for any accrued vacation, sick, and other costs for employees who leave the town's employ. Budgets which have not appropriated for these unexpected costs and cannot absorb them can avail themselves of these funds. This funding is continued into FY 2012.

<b>DEPARTMENT</b> Town Manager	<b>FUNCTION</b> Town Manager	<b>FUNCTION CODE</b> 01-123
<b>DEPARTMENT HEAD</b> Nancy T. Galkowski	<b>PREPARED BY</b> Nancy T. Galkowski	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
215,811	308,057	283,131	354,628	330,949	Salary & Wages	493,564
31,219	32,337	25,012	41,600	41,100	Operating Expense	35,900
<b>247,030</b>	<b>340,394</b>	<b>308,143</b>	<b>396,228</b>	<b>372,049</b>	<b>Total Budget</b>	<b>529,464</b>
2,000	2,000	2,000	2,000	2,000	HMLD Charge	22,000
<b>247,030</b>	<b>340,394</b>	<b>308,143</b>	<b>396,228</b>	<b>372,049</b>	<b>General Fund Appropriation</b>	<b>507,464</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
57,452	60,037	91,424	132,000	132,000	5110 Town Manager	135,300
54,879	56,252	56,902	57,944	57,944	5111 Administrative Asst. TM/Personnel	58,524
31,153	32,945	34,227	34,856	21,177	5112 Clerical TM/Personnel	22,404
59,827	61,323	61,211	63,168	63,168	5113 Asst. Town Manager/Personnel Dir	90,576
0	0	0	5,200	200	5119 Senior Clerk PT	5,200
0	0	0	5,000	0	5125 Intern	0
0	0	1,625	3,960	3,960	5143 Town Manager Deferred Comp	4,060
0	0	26,542	0	0	Reserve Fund Separation Agreement	0
12,500	17,500	7,700	17,500	17,500	Incentive Plan	17,500
0	80,000	3,500	0	0	5150 Wage Adjustment	125,000
0	0	0	35,000	35,000	5152 Accrued Time Buy Out	35,000
215,811	308,057	283,131	354,628	330,949	<b>*Total Salary &amp; Wages*</b>	<b>493,564</b>
4.00	4.00	4.00	3.00	3.00	# Personnel F/T	3.00
0.00	0.00	0.00	1.00	1.00	# Personnel P/T	1.00
183	99	575	200	200	5242 Equipment Maintenance	200
2,643	2,641	945	3,300	3,300	5301 Advertising	3,300
0	0	0	200	200	5304 Physicals	200
1,570	1,275	1,330	1,600	1,600	5306 Drug/Alcohol Testing	1,600
595	485	505	550	550	5308 Holden Days	550
1,155	1,223	1,728	1,200	1,200	5340 Cell Phone Expense	1,200
1,199	809	1,293	1,400	1,400	5343 Postage	1,400
3,584	3,490	1,156	0	0	5410 Petro	0
3,899	2,932	2,971	4,300	4,300	5421 Office Supplies	4,300
4,502	3,682	3,911	4,500	4,500	5422 Printing	4,500
285	234	289	0	0	5480 Vehicle Maintenance	0
221	932	2,000	5,700	5,700	5510 Training	5,700
4,979	4,979	0	0	0	5691 Regionalism/MORE	0
0	0	2,000	4,800	4,800	5710 Car Allowance	4,800
0	0	81	750	750	5711 Mileage	750
2,615	0	2,220	2,500	2,500	5720 Out of State Travel	2,500
1,356	2,172	1,395	2,200	2,200	5731 Association Dues	2,200
234	37	219	400	200	5732 Subscriptions	200
2,199	2,147	2,394	2,500	2,500	5733 Expense of Meetings	2,500
0	5,200	0	5,500	5,200	5735 NEGFOA Benchmark	0
31,219	32,337	25,012	41,600	41,100	<b>*Total Expenses*</b>	<b>35,900</b>
247,030	340,394	308,143	396,228	372,049	<b>*Total Budget*</b>	<b>529,464</b>

## INFORMATION TECHNOLOGY

The Information Technology Department is responsible for all information systems within the Town. The FY 2012 budget is requesting the addition of one full time position. The position will provide leadership and direction to the information technology functions within the Town. Current personnel will be re-tasked to allow for more involvement in G.I.S. systems development, internal and external communications via the internet and the new phone system.

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, and policies and procedures. The IT staff oversees the smooth operation, maintenance, and updates to the entire Town IT infrastructure including billing/collections, payroll, and all other Town IT functions. Recent upgrades at the Public Safety Building have increased the amount of IT support necessary in this building.

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

All IT training programs, seminars, workshops, and conferences for all Town of Holden employees is included in this budget. Also included is 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 need for both internal and external support. Also included is specialized training (MUNIS, GIS, etc.) as necessary.

The Internet has become an essential part of all town operations and an ever increasing vital part of the Town's communication with citizens. Included are various costs associated with connections to the Internet such as hardware, software, and maintenance support contracts and fees. We rely on the Internet for our email communications, online banking, online parcel database, our own Web site, and to connect with other agencies such as the Department of Revenue, insurance companies, banks, vendors, and contractors.

Information Technology's end users are Town employees. This includes all desktop PC's, servers, printers, projectors, associated consumables and supplies, and any other peripherals necessary to keep us running to perform daily operations. Service contracts for MUNIS, VISION, and other necessary databases and license fees are included in this budget. Also included are all other network hardware or repairs.



## INFORMATION TECHNOLOGY

### SPECIAL PROJECTS

**Continuity of Operations:** This covers the time involved to put together a Continuity of Operations Plan (COOP), which will encompass the Emergency Management Plan and the Disaster Recovery Plan. The COOP is a plan to enable the town to resume operations in an emergency situation. It includes everything from personnel, to service contracts, to work flow, and any contingencies.

**GIS:** The IT Department is coordinating town-wide Geographic Information Systems servers, contracts, purchases, hardware, and software. The hosting of our GIS data on the Internet for employees and the public falls under this project.

**Telephone/Communications:** The IT Department will coordinate the implementation of a new telephone communications system for all Town buildings. The system has been developed in conjunction with the Public Safety Facility project to complement the communications system at the new Facility and take advantage of existing technologies such as the Town's fiber optic network. The Town should see significant reductions in the cost of telephone service throughout the departments.

<b>DEPARTMENT</b> Town Manager	<b>FUNCTION</b> Information Technology
<b>DEPARTMENT HEAD</b> Nancy T. Galkowski	<b>PREPARED BY</b> Jacquelyn M. Kelly

**NOTES**

<b>Actual</b> <b>FY 2008</b>	<b>Actual</b> <b>FY 2009</b>	<b>Actual</b> <b>FY 2010</b>	<b>Budget</b> <b>FY 2011</b>	<b>Estimate</b> <b>FY 2011</b>	<b>APPROPRIATION</b> <b>SUMMARY</b>	<b>Manager</b> <b>FY 2012</b>
102,250	119,925	124,292	128,438	126,444	Salary & Wages	202,548
101,381	105,563	111,366	112,295	111,746	Operating Expense	116,345
<b>203,631</b>	<b>225,488</b>	<b>235,658</b>	<b>240,733</b>	<b>238,190</b>	<b>Total Budget</b>	<b>318,893</b>
					Charges:	
					HMLD charge	20,000
					Water Sewer Enterprise Fund	9,000
					Inspections	15,000
<b>203,631</b>	<b>225,488</b>	<b>235,658</b>	<b>240,733</b>	<b>238,190</b>	<b>General Fund Appropriation</b>	<b>274,893</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
61,663	65,494	66,238	67,464	67,464	5111 System Administrator	68,140
37,337	51,811	55,444	58,364	58,760	5113 Network Administrator	61,692
3,250	2,620	2,610	2,610	220	5119 System Adm PT	0
0	0	0	0	0	Chief Information Officer	72,716
<b>102,250</b>	<b>119,925</b>	<b>124,292</b>	<b>128,438</b>	<b>126,444</b>	<b>*Total Salary &amp; Wages*</b>	<b>202,548</b>
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b># Personnel F/T</b>	<b>3.00</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b># Personnel P/T</b>	<b>0.00</b>
4,051	0	937	6,000	9,126	5242 Hardware Equip Maint	8,500
48,923	36,591	48,874	49,875	49,800	5243 Software Support	50,500
0	0	3,000	0	0	5303 GIS Consulting	0
2,953	444	1,445	2,500	2,600	5311 Software Purchase	3,000
123	150	136	150	50	5343 Postage	75
2,776	2,352	3,852	2,500	500	5421 Office Supplies	1,000
677	1,498	1,499	2,000	1,900	5510 Training/Education	2,000
179	1,150	1,150	1,150	1,150	5710 Car Allowance	1,150
75	0	0	120	120	5731 Association Dues	120
1,173	1,000	95	1,000	1,000	5733 Expense of Meetings	1,000
27,877	31,413	29,985	33,000	33,000	5783 License/Internet Access Fees	35,000
12,574	30,965	20,393	14,000	12,500	5794 Hardware Equip Purchase	14,000
<b>101,381</b>	<b>105,563</b>	<b>111,366</b>	<b>112,295</b>	<b>111,746</b>	<b>*Total Expenses*</b>	<b>116,345</b>
<b>203,631</b>	<b>225,488</b>	<b>235,658</b>	<b>240,733</b>	<b>238,190</b>	<b>*Total Budget*</b>	<b>318,893</b>

## ACCOUNTING

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

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

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

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

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

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

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

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

## ACCOUNTING

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

**AUDIT** – Maintain sufficient documentation for all transactions, provide complete and accurate records to CPA firm, and assist with annual audit. Complete the Management Discussion and Analysis for the Financial Statements. Beginning with Fiscal 2009, the Town was required to obtain a program specific audit, "single audit" as a result of the Federal Funds received from the Federal Emergency Management Agency (FEMA) and American Recovery and Reinvestment Act. When an entity expends more than \$500,000 of Federal awards in a year, a single audit is required under OMB Circular A-133. The increases in the audit line item for FY09 through FY12 are a result of this increased Federal funding and will continue as long as Federal Funding exceeds \$500,000.

### Performance Measurements:

Accounting	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Estimate	FY2012 Estimate
General Ledger Accounts	1,400	1,450	2,004	2,010	2,020
Revenue Accounts	215	215	389	395	400
Payroll Accounts	213	213	194	195	195
Expenditure Accounts	500	511	860	865	870
Purchase Orders	950	800	422	500	500
Invoices Processed	13,329	13,214	13,761	15,000	15,000

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

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
119,257	107,502	107,145	110,653	110,653	Salary & Wages	111,744
21,400	20,666	26,902	28,520	28,480	Operating Expense	29,730
<b>140,657</b>	<b>128,168</b>	<b>134,047</b>	<b>139,173</b>	<b>139,133</b>	<b>Total Budget</b>	<b>141,474</b>
					Charges:	
					HMLD charge	10,000
					Recreation	1,300
					After School	1,600
					Water Sewer Enterprise Fund	5,000
					Solid Waste	2,000
<b>140,657</b>	<b>128,168</b>	<b>134,047</b>	<b>139,173</b>	<b>139,133</b>	<b>General Fund Appropriation</b>	<b>121,574</b>

## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
81,778	69,086	66,520	71,165	71,165	5111	Town Accountant	71,877
37,479	38,416	40,625	39,488	39,488	5112	Clerical	39,867
119,257	107,502	107,145	110,653	110,653		<b>*Total Salary &amp; Wages*</b>	111,744
2.00	2.00	2.00	2.00	2.00		<b># Personnel F/T</b>	2.00
0.00	0.00	0.00	0.00	0.00		<b># Personnel P/T</b>	0.00
219	43	46	250	100	5242	Equipment Maintenance	100
19,500	19,500	25,500	26,000	26,000	5300	Audit	27,000
81	129	121	100	100	5343	Postage	150
926	924	1,165	1,300	1,300	5421	Office Supplies	1,200
70	70	70	70	80	5731	Association Dues	80
604	0	0	800	900	5733	Training/Education	1,200
21,400	20,666	26,902	28,520	28,480		<b>*Total Expense*</b>	29,730
140,657	128,168	134,047	139,173	139,133		<b>*Total Budget*</b>	141,474

**TREASURER/COLLECTOR**

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

The Treasurer/Collector's Office is responsible for the billing and collection of all types of taxes, 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 function 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 Municipal Lien Certificates.

## FY 2011 Estimate

Real Estate Tax & Personal Property tax bills issued:	16,000	Demands for nonpayment:	625
Motor Vehicle Excise tax bills issued:	19,000	Demands for nonpayment:	3,000
Tax Title accounts:	45		
Certificates of Municipal Liens	800		

In addition, the Treasurer/Collector's Office is responsible for the collection of utility payments for the Water/Sewer, Light, and Solid Waste Departments. Approximately 7,500 utility accounts are billed monthly. 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.



## **TREASURER/COLLECTOR**

The Treasurer/Collector's Office is also responsible for processing the weekly Accounts Payable warrant after vendor payments have been approved and issued by the Accounting Department. This function involves the reconciliation and disbursement of accounts payable checks. Cash flow needs must be considered, and necessary liquidity must be maintained when investing funds. Oversight of vendor payments for various projects authorized by bond issues must be maintained so that funds may be transferred timely and appropriately to cover expenditures.

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

<b>DEPARTMENT</b> Finance	<b>FUNCTION</b> Treasury/Collection	<b>FUNCTION CODE</b> 01-145
<b>DEPARTMENT HEAD</b> Nancy T. Galkowski	<b>PREPARED BY</b> Sharon A. Lowder	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
184,940	190,220	198,761	195,955	185,005	Salary & Wages	179,602
54,100	53,384	57,326	70,600	70,600	Operating Expense	60,600
<b>239,040</b>	<b>243,604</b>	<b>256,087</b>	<b>266,555</b>	<b>255,605</b>	<b>Total Budget</b>	<b>240,202</b>
40,000	40,000	40,000	40,000	40,000	Charges:	
8,750	8,750	8,750	8,750	8,750	HMLD charge	19,000
2,500	2,500	2,500	2,500	2,500	Water/Sewer Reimburse	10,750
0	0	0	0	0	Recreation Reimburse	5,800
					After School	7,500
					Solid Waste	7,000
<b>187,790</b>	<b>192,354</b>	<b>204,837</b>	<b>215,305</b>	<b>204,355</b>	<b>General Fund Appropriation</b>	<b>190,152</b>

## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
67,401	69,086	69,904	71,165	76,401	5111	Treasurer/Collector	61,043
116,920	120,182	128,015	123,790	107,604	5112	Clerical	117,559
619	952	842	1,000	1,000	5132	Overtime	1,000
<b>184,940</b>	<b>190,220</b>	<b>198,761</b>	<b>195,955</b>	<b>185,005</b>		<b>*Total Salary &amp; Wages*</b>	<b>179,602</b>
<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>		<b># Personnel F/T</b>	<b>4.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>
1,303	1,940	1,570	1,500	1,500	5242	Equipment Maintenance	1,500
3,252	4,891	4,332	4,000	4,000	5301	Tax Title/Advertising	4,000
9,984	6,979	10,000	10,000	10,000	5305	Tax Foreclosure	8,500
17,336	15,955	20,572	18,500	18,500	5343	Postage	19,500
1,656	1,663	2,109	2,000	2,000	5421	Office Supplies	2,000
272	474	152	500	500	5422	Payroll Supplies	500
1,272	43	881	1,500	1,500	5423	Envelopes	1,500
6,911	7,523	3,677	8,000	8,000	5580	Billing Expense	8,000
1,000	1,000	1,500	1,500	1,500	5710	Car Allowance	1,500
510	460	530	600	600	5731	Association Dues	600
1,097	889	503	1,000	1,000	5733	Training/Education	1,000
9,507	11,567	11,500	11,500	11,500	5784	Bank Charges	12,000
0	0	0	10,000	10,000	5891	GASB #45	0
<b>54,100</b>	<b>53,384</b>	<b>57,326</b>	<b>70,600</b>	<b>70,600</b>		<b>*Total Expense*</b>	<b>60,600</b>
<b>239,040</b>	<b>243,604</b>	<b>256,087</b>	<b>266,555</b>	<b>255,605</b>		<b>*Total Budget*</b>	<b>240,202</b>

## **BOARD OF ASSESSORS**

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

The assessors' office is responsible for the issuance of motor vehicle excise bills and the abatement process of these bills. It also is responsible for in the issuance of Farm, Owner Contractor, Dealer and Repair Plate Excise.

The assessors administer Supplemental Tax Bills on New Construction, 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.

Informational requests come from property owners and real estate professionals seeking assessment and tax information, tax maps, assistance with elderly, veteran and blind exemption applications, list of abutters, forest and farm classification, sewer betterments and pay-off calculations.

**BOARD OF ASSESSORS**

<b>Assessors</b>	<b>FY2008 Actual</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Estimate</b>	<b>FY2012 Estimate</b>
Real Estate Bills Issued	8,100	8,136	8,734	8,800	8,800
New Growth Levied	\$45.7 mil	\$37.5 mil	\$21.5 mil	\$19 mil	\$19 mil
Supplemental Tax Issued	\$69,813	\$39,693	\$26,110	\$25,000	\$25,000
Motor Vehicle Bills Issued	19,152	18,492	19,306	19,300	19,300
Motor Vehicle Abatements	970	882	1,107	1,100	1,100
Motor Vehicle Excise Generated	\$2.15 mil	\$1.97 mil	\$1.95 mil	\$1.9 mil	\$1.9 mil
Sewer Betterments	2,196	2,166	2,136	2,099	2,099
Connection Loans	626	616	609	602	602
Citizen Inquiries	3,500	3,500	3,500	3,600	3,600

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

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
187,739	193,956	197,386	204,804	197,472	Salary & Wages	203,151
19,731	49,899	18,654	22,800	22,800	Operating Expense	22,800
<b>207,470</b>	<b>243,855</b>	<b>216,040</b>	<b>227,604</b>	<b>220,272</b>	<b>Total Budget</b>	<b>225,951</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
76,702	78,620	79,551	80,985	80,985	5110	Principal Assessor	81,796
66,777	68,458	68,746	70,516	63,984	5112	Clerical	65,677
39,660	42,278	44,489	47,103	47,103	5119	Data Collector	49,478
1,600	1,600	1,600	3,200	2,400	5120	Board of Assessors	3,200
3,000	3,000	3,000	3,000	3,000	5126	Mapper	3,000
<b>187,739</b>	<b>193,956</b>	<b>197,386</b>	<b>204,804</b>	<b>197,472</b>		<b>*Total Salary &amp; Wages*</b>	<b>203,151</b>
<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>		<b># Personnel F/T</b>	<b>4.00</b>
<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel P/T</b>	<b>3.00</b>
651	682	354	650	650	5242	Equipment Maintenance	650
1,399	1,388	1,650	1,650	1,650	5343	Postage	1,650
1,522	2,306	2,386	2,500	2,500	5421	Office Supplies	2,500
2,098	4,392	3,800	3,000	3,000	5422	Printing	3,000
2,385	1,997	1,721	3,000	3,000	5510	Personnel Training	3,000
4,734	3,300	3,300	3,300	3,300	5710	Car Allowance	3,300
0	1,484	823	3,000	3,000	5711	Mileage Reimbursement	3,000
0	382	0	400	400	5720	Out of State Travel	400
376	376	376	500	500	5731	Association Dues	500
98	157	159	300	300	5732	Subscriptions	300
442	405	925	1,000	1,000	5784	Deeds/Abstracts	1,000
3,000	32,500	3,000	3,000	3,000	5791	Revaluation	3,000
3,026	530	160	500	500	5794	Office Equipment	500
<b>19,731</b>	<b>49,899</b>	<b>18,654</b>	<b>22,800</b>	<b>22,800</b>		<b>*Total Expense*</b>	<b>22,800</b>
<b>207,470</b>	<b>243,855</b>	<b>216,040</b>	<b>227,604</b>	<b>220,272</b>		<b>*Total Budget*</b>	<b>225,951</b>

## LEGAL

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

In FY 2012 we will be negotiating all of our collective bargaining agreements. Although we hope to begin conducting some of the negotiations in-house, we will still require legal consultation and representation in some instances. It is hoped that over the next several years that more labor counsel costs can be brought in-house.

FY 2011 has seen an increase in grievances and arbitration which require considerable labor counsel involvement.



<b>DEPARTMENT</b> Legal	<b>FUNCTION</b> Legal Services	<b>FUNCTION CODE</b> 01-1512
<b>DEPARTMENT HEAD</b>	<b>PREPARED BY</b>	

<b>NOTES</b>
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<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Budget FY 2011</b>	<b>Estimate FY 2011</b>		<b>Object Description</b>	<b>Manager FY 2012</b>
82,462	93,480	73,898	85,000	85,000	5300	Town Counsel	97,000
44,683	107,214	154,884	50,000	98,612	5302	Collective Bargaining	100,000
0	0	11,553	0	0	5303	Town Manager Contract	0
0	0	19,400	0	0	5304	Town Manager Search	0
<b>127,145</b>	<b>200,694</b>	<b>259,735</b>	<b>135,000</b>	<b>183,612</b>		<b>*Total Expense*</b>	<b>197,000</b>
<b>127,145</b>	<b>200,694</b>	<b>259,735</b>	<b>135,000</b>	<b>183,612</b>		<b>*Total Budget*</b>	<b>197,000</b>

## TOWN CLERK

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

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

FY 2008	FY 2009	FY 2010	FY 2011 (est.)	FY 2012 (est.)
2,644	2,316	1,452	1,525	1,525

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

FY 2008	FY 2009	FY 2010	FY 2011 (est.)	FY 2012 (est.)
3,470	3,228	1,971	1,980	1,980

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

FY 2008	FY 2009	FY 2010	FY 2011 (est.)	FY 2012 (est.)
4,055	4,006	3,112	3,200	3,200

## TOWN CLERK

The Town Clerk's office conducts the town-wide annual census, voter registration and the conducting of all elections. This includes collecting field data, data entry of census information, preparation of annual register, tabulating and publishing the annual street list, voting list, jury list, and voter registration. The Town Clerk is responsible for certification of signatures on nomination papers and petitions, providing election information, staff training, setting up polls, providing and mailing absentee ballots, all election day procedures, tallying results of voting and transmitting same to the Secretary of State. All information is maintained on the Mass. Central Voter Registry computer system. The Federal Census is completed every 10 years. In preparation for the legislative redistricting, cities and towns must redraw precinct boundaries. Each precinct must be compact and contiguous and can not contain more than 4,000 residents.

	FY 2008	FY 2009	FY 2010	FY 2011 (est.)	FY 2012 (est.)
Population	17,642	17,894	18,773	18,800	18,800
Voters	12,188	11,648	12,324	12,350	12,350
Items Processed	13,487	13,660	15,462	12,000	12,000
Number of Elections	3	3	3	4	4

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

	FY 2008	FY 2009	FY 2010	FY 2011 (est.)	FY 2012 (est.)
Number of Town Meetings	2	2	2	3	3

<b>DEPARTMENT</b> Town Clerk	<b>FUNCTION</b> Town Clerk	<b>FUNCTION CODE</b> 01-161
<b>DEPARTMENT HEAD</b> Cheryl A. Jenkins	<b>PREPARED BY</b> Cheryl A. Jenkins	

<b>NOTES</b>
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<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Budget FY 2011</b>	<b>Estimate FY 2011</b>	<b>APPROPRIATION SUMMARY</b>	<b>Manager FY 2012</b>
159,912	169,249	171,901	185,384	164,964	Salary & Wages	166,625
23,942	25,809	21,651	31,175	30,820	Operating Expense	33,985
<b>183,854</b>	<b>195,058</b>	<b>193,552</b>	<b>216,559</b>	<b>195,784</b>	<b>Total Budget</b>	<b>200,610</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
67,401	69,086	81,971	71,165	59,082	5110	Town Clerk	62,054
74,732	79,267	72,188	85,477	77,140	5112	Clerical	79,612
5,057	4,961	5,031	5,650	5,650	5125	Registrar/Census Coll.	5,650
12,419	15,440	12,449	22,360	22,360	5126	Election/Tn Mtg Pers.	18,635
303	495	262	732	732	5132	Overtime	674
<b>159,912</b>	<b>169,249</b>	<b>171,901</b>	<b>185,384</b>	<b>164,964</b>		<b>*Total Salary &amp; Wages*</b>	<b>166,625</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>
<b>55.00</b>	<b>55.00</b>	<b>57.00</b>	<b>57.00</b>	<b>53.00</b>		<b># Personnel P/T</b>	<b>57.00</b>
2,366	2,514	2,523	5,170	5,170	5242	Equipment Maintenance	5,420
1,492	1,884	1,600	1,835	1,835	5311	Record Preservation	1,550
2,086	2,290	2,494	2,320	2,320	5343	Postage	2,420
2,276	2,535	2,377	3,000	3,000	5421	Office Supplies	3,000
5,691	3,034	2,997	5,800	5,800	5422	Printing	5,800
3,636	5,496	2,244	4,400	4,400	5582	Election/TnMtg Expenses	5,500
4,365	4,527	5,012	5,200	5,245	5583	Census	5,245
108	293	117	300	300	5711	Mileage Reimbursement	300
0	0	546	0	0	5720	Out of State Travel	0
328	315	325	325	325	5731	Association Dues	325
282	276	306	325	325	5732	Subscriptions	325
453	922	780	1,000	600	5733	Education	600
859	1,723	330	1,500	1,500	5794	Office Equipment	0
0	0	0	0	0	5720	Precinct Change	3,500
<b>23,942</b>	<b>25,809</b>	<b>21,651</b>	<b>31,175</b>	<b>30,820</b>		<b>*Total Expense*</b>	<b>33,985</b>
<b>183,854</b>	<b>195,058</b>	<b>193,552</b>	<b>216,559</b>	<b>195,784</b>		<b>*Total Budget*</b>	<b>200,610</b>

**INSURANCE**

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

The Town of Holden health insurance coverage for employees is provided by Harvard Pilgrim Health Care and Fallon Community Health Plan which offers Select Care and Direct Care. The Town is community rated and pays 80% of the premiums for employees hired before 7/1/2009 and 75% for employees hired after that date. Our retirees who are eligible for Medicare have the option of the Fallon Senior Plan, Blue Cross Medicare HMO Blue, or Medex 2. The Town pays 74% of the Fallon Senior and HMO Blue premiums and 50% of Medex 2 costs. In addition Fallon offers Fallon Preferred Care (PPO) for retirees who are not eligible for Medicare and Senior Supplemental plans and do not live in the HMO plan area. The Town pays 50% of the cost of this plan. Presently only one retiree is enrolled in this plan.

The Town of Holden also offers its employees a \$5,000 term life insurance policy through Boston Mutual Life Insurance Company and contributes 50% of the \$6.30 monthly premium.

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

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

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

**INSURANCE**

- Flexible Spending Account (FSA) was implemented in FY10. FY12 budget is based upon a 10% increase in the number of employees enrolling and a 2% increase in the monthly fees.
- Health Reimbursement Arrangement (HRA) was also implemented in FY10. The HRA reimburses employees enrolled in the FSA any co-pay required for hospitalization up to a maximum of \$500 annually. 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, are 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.

Department	Health	Life	Medicare	Property & Liability
Light	\$375,000	\$1,200	\$17,000	\$44,490
Water/Sewer	102,000	350	6,500	22,245
Solid Waste	3,800	15	330	0
Inspections	20,000	70	2,284	0
Recreation	6,700	0	0	4,450
After School	21,500	38	6,310	2,225
Cable	Not enrolled	Not enrolled	1,186	1,112
General Fund	1,550,000	6,500	80,000	148,000
Schools	46,000			
Total	2,125,000	8,007	104,105	222,522

<b>DEPARTMENT</b> Non-Departmental	<b>FUNCTION</b> Insurance	<b>FUNCTION CODE</b> 01-900
<b>DEPARTMENT HEAD</b> Nancy T. Galkowski	<b>PREPARED BY</b> Sharon A. Lowder	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
46,171	33,012	26,304	33,915	40,000	5171 Workers Compensation	36,000
53,659	56,066	67,298	75,000	75,000	5173 Town Medicare	80,000
8,054	8,100	5,499	8,600	7,200	5174 Life Insurance	6,500
1,031,800	1,158,009	1,204,985	1,475,000	1,350,000	5175 Health Insurance	1,550,000
0	0	0	0	0	5176 School Ret Life Insurance	0
0	0	0	0	0	5178 School Ret Health Insurance	0
0	9,794	14,241	20,000	20,000	5740 Unemployment Insurance	20,000
145,801	135,303	126,861	129,675	129,675	5741 Property/General Liability	148,000
2,980	3,076	3,076	3,100	3,076	5742 Police Accident Insurance	3,100
18,064	20,955	22,585	23,500	25,702	5743 Fire Accident Insurance	30,000
1,026	1,026	1,026	1,100	1,200	5744 Official Bonds	1,200
0	0	4,407	6,000	6,200	5746 Flexible Spending Account	6,500
0	0	1,650	5,000	2,000	5747 Health Reimbursement Account	2,500
<b>1,307,555</b>	<b>1,425,341</b>	<b>1,477,932</b>	<b>1,780,890</b>	<b>1,660,053</b>	<b>*Total Expense*</b>	<b>1,883,800</b>
<b>1,307,555</b>	<b>1,425,341</b>	<b>1,477,932</b>	<b>1,780,890</b>	<b>1,660,053</b>	<b>*Total Budget*</b>	<b>1,883,800</b>



**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.

The budget request for this Program Description 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, 2010. As we did in FY10 & FY11, we will take advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a total savings of \$20,563.

<b>Fund</b>	<b>Salaries</b>	<b>Percentage</b>	<b>Assessment</b>
<b>Light</b>	<b>\$1,028,441.19</b>	<b>13.9%</b>	<b>\$153,832</b>
<b>Water/Sewer</b>	<b>\$449,990.88</b>	<b>6.1%</b>	<b>\$67,049</b>
<b>Recreation Programs</b>	<b>\$70,467.91</b>	<b>.96%</b>	<b>\$9,806</b>
<b>Recreation After School</b>	<b>\$74,099.73</b>	<b>1.0%</b>	<b>\$10,215</b>
<b>Solid Waste</b>	<b>\$25,153.27</b>	<b>.34%</b>	<b>\$3,473</b>
<b>Inspections</b>	<b>\$95,652.85</b>	<b>1.30%</b>	<b>\$13,280</b>
<b>Cable TV</b>	<b>\$63,320.69</b>	<b>.86%</b>	<b>\$8,785</b>
<b>General Fund</b>	<b>\$5,594,836.37</b>	<b>75.54%</b>	<b>\$802,434</b>
<b>Total</b>	<b>\$7,401,962.89</b>	<b>100.00%</b>	<b>\$1,068,874</b>

<b>DEPARTMENT</b> Non-Departmental	<b>FUNCTION</b> Retirement Assessment	<b>FUNCTION CODE</b> 01-911
<b>DEPARTMENT HEAD</b> Nancy T. Galkowski	<b>PREPARED BY</b> Sharon A. Lowder	

<b>NOTES</b>
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<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Budget FY 2011</b>	<b>Estimate FY 2011</b>	<b>Object Description</b>	<b>Manager FY 2012</b>
492,994	591,126	631,711	655,657	687,705	5177 Retirement	771,641
28,083	0	0	32,048		Pension Surcharge	30,793
<b>521,077</b>	<b>591,126</b>	<b>631,711</b>	<b>687,705</b>	<b>687,705</b>	<b>*Total Expense*</b>	<b>802,434</b>
<b>521,077</b>	<b>591,126</b>	<b>631,711</b>	<b>687,705</b>	<b>687,705</b>	<b>*Total Budget*</b>	<b>802,434</b>

## DEBT

The Debt Service budget covers the principal and interest payments due during FY12. As of June 30, 2010, the total long-term debt outstanding for the Town of Holden was \$54,950,232.68, of which \$20,381,225.27 is considered to be inside the debt limit, and \$34,569,007.41 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 \$2,037,521,800 resulting in a debt limit of \$101,876,090. The EQV is a number that is calculated by the Commonwealth and is used by the state for purposes of statistical comparison among the 351 cities and towns. The state issues a new EQV biennially for each city and town.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of \$1,870,996 for a net debt exclusion of \$1,537,159.26. 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. Debt Service for the Public Safety Building is split between Debt-Excluded appropriation on the tax rate and the Infrastructure Investment Fund.

The Debt Service budget total will also include the annual transfer and the debt service payments into the Infrastructure Investment Fund. This will be voted at town meeting as a special article and not as part of the general government budget. These dollars are included in the Debt Service Budget so that the expense may be accounted for in the budget process. Included in the Recreation budget is an additional \$25,000 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 (\$418,481) to be transferred into the IIF by Special Article. Transfers into the IIF require only a majority vote at town meeting.

This budget total *will not* include the amount which must be transferred out of the Infrastructure Investment Fund to pay debt service, even though the figures will be shown on the budget page. That transfer of \$540,943 must also be voted as a special article requiring a 2/3rds approval at town meeting.

A November, 2010 Town Meeting authorized borrowing for the Mountview School Feasibility study which is estimated on the FY 2012 debt budget. It is anticipated that additional funds will need to be borrowed to finish the Public Safety Building and the old fire station.

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

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
3,618,806	3,524,089	3,712,323	3,790,569	3,790,569	Operating Expense	4,016,137
3,618,806	3,524,089	3,712,323	3,790,569	3,790,569	Total Budget	4,016,137

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
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*EXEMPT DEBT*

51,432	49,152	0	0	0	5910 DE Library	0
322,711	181,248	0	0	0	5912 DE Mountview	0
2,800,124	2,802,394	2,803,839	2,809,664	2,809,664	5921 DE School Building	2,814,849
0	366,587	373,138	544,025	544,025	5929 DE Public Safety Building	595,313
<b>3,174,267</b>	<b>3,399,381</b>	<b>3,176,977</b>	<b>3,353,689</b>	<b>3,353,689</b>	<i>sub-total</i>	<b>3,410,162</b>

*NON-EXEMPT DEBT*

50,820	48,920	46,980	45,000	45,000	5915 Mountview Feasibility Study	68,750
3,847	3,847	3,847	3,873	3,873	5925 Quint Fire Truck	43,000
71,940	71,941	71,942	71,230	71,230	5928 Septic Repair	3,873
0	0	7,042	0	0	5928 Connection Loan Debt	71,871
0	0	0	0	0	Ice Storm Interest	0
<b>126,607</b>	<b>124,708</b>	<b>129,811</b>	<b>120,103</b>	<b>120,103</b>	<i>sub-total</i>	<b>187,494</b>

*INFRASTRUCTURE INVESTMENT FUND*

153,932	0	124,835	36,077	36,077	5918 A Infrastructure Investment	0
64,000	0	64,000	64,000	64,000	5919 A Underground Utilities	64,000
					5923 A Additional IIF	137,881
50,000	0	50,000	50,000	50,000	5891 A Senior Center	50,000
0	0	41,700	41,700	41,700	A Public Building Repairs	41,600
0	0	75,000	75,000	75,000	5923 A Public Safety Building	75,000
50,000	0	50,000	50,000	50,000	5924 A Zottoli Purchase/Rec Fields	50,000
<b>317,932</b>	<b>0</b>	<b>405,535</b>	<b>316,777</b>	<b>316,777</b>	<i>sub-total</i>	<b>418,481</b>

3,618,806	3,524,089	3,712,323	3,790,569	3,790,569	*Total Expense*	4,016,137
<b>3,618,806</b>	<b>3,524,089</b>	<b>3,712,323</b>	<b>3,790,569</b>	<b>3,790,569</b>	<b>*Total Budget*</b>	<b>4,016,137</b>

					<u>Infrastructure Investment Fund</u>	
163,760	0	0	0	0	Underground Utilities	0
172,988	165,488	157,800	0	0	Senior Center	0
209,853	210,428	210,853	216,053	216,053	Municipal Pool	216,053
0	195,000	195,000	195,000	195,000	Public Safety Building	325,000
<b>546,601</b>	<b>570,916</b>	<b>563,653</b>	<b>411,053</b>	<b>411,053</b>	<b>*Total*</b>	<b>541,053</b>

## DEPARTMENT OF GROWTH MANAGEMENT

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

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

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

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

## DEPARTMENT OF GROWTH MANAGEMENT

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

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

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

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

<b>NOTES</b>
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
167,735	177,052	183,131	181,230	180,586	Salary & Wages	183,309
29,200	26,756	20,609	37,600	35,268	Operating Expense	37,375
196,935	203,808	203,740	218,830	215,854	Total Budget	220,684



## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
23,011	20,784	25,552	24,296	24,296	5110	Director of Growth Management	24,539
67,401	69,086	69,904	71,165	71,165	5111	Senior Planner	71,877
35,522	31,295	33,733	31,544	27,238	5112	Clerical	27,510
38,998	53,341	50,351	50,275	54,662	5114	Health Agent	55,633
1,607	1,218	1,991	2,200	1,575	5122	Clerical Meetings	2,000
1,196	1,328	1,600	1,750	1,650	5132	Overtime	1,750
167,735	177,052	183,131	181,230	180,586		<b>*Total Salary &amp; Wages*</b>	<b>183,309</b>
5.00	5.00	5.00	5.00	5.00		<b># Personnel F/T</b>	<b>5.00</b>
1.00	1.00	1.00	1.00	1.00		<b># Personnel P/T</b>	<b>0.00</b>
0	8,688	0	0	0	5298	Earth Day	6,300
1,688	1,800	1,936	1,500	1,500	5299	Greenways Task Force	1,500
1,593	1,515	1,201	2,000	1,850	5301	Advertising	1,600
6,400	1,650	3,758	5,000	4,500	5303	Consulting Services	4,500
0	243	0	1,800	1,700	5311	Software Maintenance/Upgrades	1,500
930	804	1,158	1,100	1,100	5340	Cell Phones	550
2,758	23	2,474	4,250	4,100	5343	Postage	4,000
3,814	2,248	3,988	4,000	3,550	5421	Office Supplies	3,500
1,635	1,176	831	2,000	2,100	5500	Public Health Nursing	2,100
589	340	365	1,400	1,250	5509	Train/Educ/Programs	650
0	0	0	500	275	5510	Technical Ref Books	200
0	0	0	1,500	1,100	5582	Non Capital Equipment	1,000
5,000	0	28	0	0	5710	Car Allowance	0
0	3,900	0	4,500	3,585	5711	Mileage Reimbursement	1,800
3,582	3,672	3,763	3,800	3,763	5730	CMRPC Dues	3,975
794	660	1,010	1,200	1,200	5731	Association Dues	850
35	37	97	300	225	5732	Publications	100
0	0	0	750	700	5733	Expense of Meetings	250
0	0	0	250	0	5791	Economic Dev Commission	500
382	0	0	1,750	1,650	5794	Hardware Purchase	1,000
0	0	0	0	1,120	5850	Master Plan Phase II	1,500
29,200	26,756	20,609	37,600	35,268		<b>*Total Expenses*</b>	<b>37,375</b>
196,935	203,808	203,740	218,830	215,854		<b>*Total Budget*</b>	<b>220,684</b>

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Manager FY 2012
<b>PUBLIC SAFETY</b>						
Police Department	1,933,331	1,955,989	2,052,364	2,104,908	2,112,620	2,149,342
Animal Control	40,872	41,311	50,507	49,301	49,301	49,877
Sealer Wgts & Measures	3,138	3,209	3,267	3,300	3,300	3,525
Fire Department	1,238,510	1,134,630	1,133,180	1,310,558	1,361,469	1,198,684
EMS	0	154,257	667,329	855,442	828,032	904,046
Emergency Management	5,737	7,490	17,724	20,065	20,065	31,036
Public Safety Building	0	0	0	103,000	103,000	132,870
<b>TOTAL</b>	<b>3,221,588</b>	<b>3,296,886</b>	<b>3,924,371</b>	<b>4,446,574</b>	<b>4,477,787</b>	<b>4,469,380</b>

**POLICE DEPARTMENT****ADMINISTRATION**

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

**CRIME PREVENTION**

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

**INVESTIGATION**

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

**TRAFFIC DIVISION**

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

**COMMUNICATIONS**

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

**POLICE DEPARTMENT**

**COMMUNITY POLICING**

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

**NEW PUBLIC SAFETY BUILDING**

This program is set up to capture new costs and issues 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.

**POLICE DEPARTMENT**

<b>Activity</b>	<b>Actual</b>		<b>Projected</b>		
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Citations	4,585	3,607	4,000	4,400	4,400
Accidents	216	192	225	225	225
Fatal Accidents	2	1	1	1	1
Calls for Service	15,722	13,913	14,000	14,500	14,500
Incident Reports Taken	913	830	850	900	900

<b>Arrests</b>	<b>Actual</b>		<b>Projected</b>		
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Murder	0	0	0	0	0
Assault	21	33	35	40	45
Breaking & Entering	10	5	10	10	10
Arson	0	0	0	0	0
Vandalism	3	10	10	10	10
Drugs	41	6	10	15	20
Family Offenses	1	3	5	5	5
O.U.I.	36	27	35	35	40
Disorderly	13	18	25	25	25
Traffic Offenses	93	65	70	70	75
Protective Custody	66	50	50	50	50
Other	115	59	25	30	30
<b>Total</b>	<b>399</b>	<b>276</b>	<b>275</b>	<b>290</b>	<b>310</b>

## POLICE DEPARTMENT

Crimes Reported	Actual		Projected		
	2008	2009	2010	2011	2012
Homicide	0	0	0	0	0
Rape	0	1	2	2	2
Robbery	2	0	0	1	1
Assault	61	60	65	70	75
Breaking & Entering	19	17	20	20	20
Larceny	68	84	75	80	85
Motor Vehicle Theft	4	12	10	10	10
<b>Total</b>	<b>154</b>	<b>174</b>	<b>172</b>	<b>183</b>	<b>193</b>

<b>DEPARTMENT</b> Police	<b>FUNCTION</b> Police	<b>FUNCTION CODE</b> 01-210
<b>DEPARTMENT HEAD</b> George R. Sherrill	<b>PREPARED BY</b> George R. Sherrill	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
1,658,230	1,654,093	1,730,263	1,813,708	1,813,708	Salary & Wages	1,905,692
228,318	219,618	255,376	229,200	229,200	Operating Expense	243,650
46,783	82,278	66,725	62,000	69,712	Capital Outlay	0
<b>1,933,331</b>	<b>1,955,989</b>	<b>2,052,364</b>	<b>2,104,908</b>	<b>2,112,620</b>	<b>Total Budget</b>	<b>2,149,342</b>

## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
93,823	101,818	99,031	101,022	101,022	5110 Admin Chief of Police	102,023
63,200	68,831	73,038	76,085	76,085	5111 Admin Labor	80,814
34,830	35,506	35,857	36,578	36,578	5112 Admin Clerical	36,941
636	1,316	923	8,500	8,500	5113 DARE/Community Policing	8,500
348,309	266,917	307,075	378,483	378,483	5114 Crime Labor	394,926
119,365	119,365	121,760	121,751	121,751	5115 Invest Detectives	124,187
372,979	363,692	355,454	373,106	373,106	5116 Highway Patrolmen	388,470
211,744	277,772	270,048	232,221	232,221	5117 Support Dispatchers	288,039
73,876	58,678	63,919	65,000	65,000	5119 Support PT Officers & PSA's	65,000
17,301	10,957	26,309	19,000	19,000	5121 School Resource Officer	19,000
17,850	35,823	33,113	36,318	36,318	5122 Computer Project Coord.	38,140
7,999	8,202	9,255	9,000	9,000	5132 Admin Special Details	9,000
23,209	18,573	25,262	35,000	35,000	5134 Court Overtime	27,000
35,099	36,741	35,138	45,000	45,000	5135 O T Misc & Training	46,000
31,496	32,569	51,600	35,000	35,000	5136 Highway OT Det/Invest	35,750
5,000	5,000	5,000	5,000	5,000	5140 Performance Bonus	5,000
2,150	1,075	2,150	3,225	3,225	5143 Physical Fitness	3,225
1,500	1,500	1,500	1,500	1,500	5144 Education	1,500
21,517	20,938	20,485	22,000	22,000	5147 Support Shift Differential	22,500
3,581	3,757	3,787	3,908	3,908	5148 Holiday Pay	3,908
172,766	185,063	189,559	206,011	206,011	5160 Education Stipend	205,769
<b>1,658,230</b>	<b>1,654,093</b>	<b>1,730,263</b>	<b>1,813,708</b>	<b>1,813,708</b>	<b>*Total Salary &amp; Wages*</b>	<b>1,905,692</b>
<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b># Personnel F/T</b>	<b>24.00</b>
<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b># Personnel P/T</b>	<b>12.00</b>

15,194	19,518	15,599	8,000	8,000	5212 Utilities	2,000
8,908	8,113	6,915	4,000	4,000	5214 Fuel	1,000
1,095	1,337	1,201	750	750	5231 Water/Sewer	200
46,881	25,791	38,385	36,000	36,000	5242 Equipment Maintenance	37,000



## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
7,572	11,181	12,886	3,500	3,500	5244 Radio Maintenance	3,500
811	1,351	390	700	700	5248 Generator Maintenance	700
960	850	50	2,000	2,000	5304 Physicals	2,000
6,364	7,600	10,821	7,000	7,000	5340 Pager/Cell Phone	8,000
3,540	2,692	2,692	2,500	2,500	5342 Radio Lines	2,500
1,573	1,466	1,257	2,500	2,500	5343 Postage	2,000
53,028	46,472	38,674	45,000	45,000	5410 Petro Products	72,000
6,440	6,455	7,169	6,000	6,000	5421 Office Supplies	6,000
11,404	7,922	7,378	3,000	3,000	5430 Building Maintenance	0
20,430	17,069	22,370	19,000	19,000	5480 Vehicle Maintenance	20,000
489	190	229	500	500	5490 Prisoner Food	500
3,058	11,996	15,136	12,000	12,000	5509 Training & Education	13,000
0	413	0	750	750	5510 Safety Programs	750
33,862	33,051	34,387	36,000	36,000	5581 Uniforms	36,000
3,247	13,186	14,409	5,000	5,000	5582 Office Equipment	1,000
433	752	958	1,000	1,000	5584 Defib Equipment	1,000
1,495	1,455	1,841	1,500	1,500	5731 Association Dues	2,000
1,017	340	550	1,000	1,000	5732 General Laws	1,000
441	369	704	500	500	5733 Expense of Meetings	500
0	0	0	500	500	5787 Lockup Fees	500
0	0	21,375	30,000	30,000	5788 Traffic Lines	30,000
76	49	0	500	500	5789 Traffic Signs	500
46,783	82,278	66,725	62,000	69,712	5840 C Police Vehicle	0
<b>275,101</b>	<b>301,896</b>	<b>322,101</b>	<b>291,200</b>	<b>298,912</b>	<b>*Total Expense*</b>	<b>243,650</b>
<b>1,933,331</b>	<b>1,955,989</b>	<b>2,052,364</b>	<b>2,104,908</b>	<b>2,112,620</b>	<b>*Total Budget*</b>	<b>2,149,342</b>

**ANIMAL CONTROL**

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

Correspondence

New Dogs/Delinquents	FY 10	1,000	FY 11	1,000	FY 12	1,000
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**ASSISTANCE** – The Officer provides assistance to residents and the various animals in Town. Reports received of lost and found animals, animals hit by motorists, stray and abandoned animals, and requests for general information regarding licensing, rabies, and regulations.

Reports Received	FY 10	500	FY 11	500	FY 12	500
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**INVESTIGATION/ENFORCEMENT** – The Animal Control Officer investigates and enforces the Town's dog leash laws. Receipt of residents' complaints regarding violations of the leash law by-law and resolution of same, vicious and barking dog investigations, and patrols of schools and neighborhoods.

Reports Received	FY 10	450	FY 11	450	FY 12	450
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<b>DEPARTMENT</b>	<b>FUNCTION</b>	<b>FUNCTION CODE</b>
Police Department	Animal Control	01-292
<b>DEPARTMENT HEAD</b>	<b>PREPARED BY</b>	
George Sherrill	George Sherrill	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
33,779	35,040	40,863	39,601	39,601	Salary & Wages	39,957
7,093	6,271	9,644	9,700	9,700	Operating Expense	9,920
<b>40,872</b>	<b>41,311</b>	<b>50,507</b>	<b>49,301</b>	<b>49,301</b>	<b>Total Budget</b>	<b>49,877</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
30,974	31,774	34,693	36,101	36,101	5113 Animal Control Officer	36,457
2,416	2,532	3,789	2,750	2,750	5114 Call Outs	2,750
389	734	2,381	750	750	5132 Overtime	750
<b>33,779</b>	<b>35,040</b>	<b>40,863</b>	<b>39,601</b>	<b>39,601</b>	<b>*Total Salary &amp; Wages*</b>	<b>39,957</b>

<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b># Personnel F/T</b>	<b>1.00</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b># Personnel P/T</b>	<b>1.00</b>

250	0	0	250	250	5244	Radio Maintenance	200
425	750	550	750	750	5343	Postage	750
3,051	1,695	2,780	3,750	3,750	5382	Dog Expense	3,000
2,329	2,315	2,124	1,750	1,750	5410	Petro	3,120
1,038	479	2,546	1,000	1,000	5480	Vehicle Maintenance	1,000
0	0	150	600	600	5510	Education	200
0	844	810	750	750	5581	Uniforms	800
0	188	684	750	750	5582	Equipment	750
0	0	0	100	100	5731	Association Dues	100
7,093	6,271	9,644	9,700	9,700	*Town Expense*		9,920
40,872	41,311	50,507	49,301	49,301	*Total Budget*		49,877

**SEALER WEIGHTS & MEASURES**

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

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

FY 09	154	FY 10	154	FY 11	154	FY 12 est.	154
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The Sealer periodically makes unannounced visits to businesses, checking their equipment, making sure everything is in order. Prepackaged goods are also checked to ascertain their weight is correct and accurate as displayed. Inspections are also made on unit pricing in grocery stores, which is required by law.

FY 09	15	FY 10	15	FY 11	15	FY 12 est.	15
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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	FY 11	2	FY 12 est.	2
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<b>DEPARTMENT</b> Sealer Weights & Measures	<b>FUNCTION</b> Consumer Protection	<b>FUNCTION CODE</b> 01-244
<b>DEPARTMENT HEAD</b> George R. Sherrill	<b>PREPARED BY</b> Edward Seidler	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY		Manager FY 2012
2,500	2,500	2,500	2,500	2,500	Salary & Wages		2,500
638	709	767	800	800	Operating Expense		1,025
<b>3,138</b>	<b>3,209</b>	<b>3,267</b>	<b>3,300</b>	<b>3,300</b>	<b>Total Budget</b>		<b>3,525</b>
Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description		Manager FY 2012
2,500	2,500	2,500	2,500	2,500	5120 Sealer Wghts/Measures		2,500
<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>*Total Salary &amp; Wages*</b>		<b>2,500</b>
0.00	0.00	0.00	0.00	0.00	# Personnel F/T		0.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T		1.00
203	256	178	250	250	5582 Supplies		425
200	278	284	250	250	5710 Car Allowance		300
235	175	305	300	300	5731 Association Dues/Ed		300
<b>638</b>	<b>709</b>	<b>767</b>	<b>800</b>	<b>800</b>	<b>*Total Expense*</b>		<b>1,025</b>
<b>3,138</b>	<b>3,209</b>	<b>3,267</b>	<b>3,300</b>	<b>3,300</b>	<b>*Total Budget*</b>		<b>3,525</b>

## **FIRE OPERATIONS**

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

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

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

Student Awareness and Fire Education (S.A.F.E.) as well as community based CPR programs are supported through Training and Education. S.A.F.E. educates young children and parents in household fire prevention and safety. Community based CPR programs train the lay person in basic lifesaving measures and early emergency intervention involving sudden cardiac arrest.

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

## FIRE OPERATIONS

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

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

Recruit training and the Fire Explorers program also falls under Training and Education. Recruit training ensures that new members are properly trained according to NFPA standards. The Explorers program targets the teenage community and prepares interested persons for recruit training and a career in firefighting. As needed, the administrative staff attends day training courses directly related to their job functions to enhance job skills.

**SUPPORT SERVICES** – The Fire Department administration staff work closely with the Chiefs to provide administrative support for all divisions in the department. This includes maintaining all personnel records, injured on duty claims, and benefit time tracking for 71 employees which includes fulltime/on-call members, administration staff, and auxiliary members.

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

<b><i>Fire Operations</i></b>	<b>FY 2008</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
<b><i>Emergency Preparedness</i></b>					
Emergency Incidents	1,400	1,750	1,800	1,950	2,000
Vehicles Maintained	12	13	14	16	16
Trailers Maintained	3	5	5	6	6
<b><i>Fire Training</i></b>					
Explorer Program	30	30	30	30	30
Fire Training (department)	n/a	30	30	30	30
Recruit Training	3	12	12	12	12
S.A.F.E. & Community Education	n/a	6	6	7	15
<b><i>Fire &amp; Accident Prevention</i></b>					
Fire Drills	40	34	50	50	50
Permits Issued	1,320	395	1,300	1,365	1,465
Plans Reviewed	125	130	100	110	115
<b><i>Support Services</i></b>					
HFD Personnel		53	61	71	76
Information Requests	4,000	4,200	4,200	4,400	4,400



<b>DEPARTMENT</b> Fire	<b>FUNCTION</b> Fire	<b>FUNCTION CODE</b> 01-220
<b>DEPARTMENT HEAD</b> John Chandler III	<b>PREPARED BY</b> John Chandler III	

<b>NOTES</b>
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
685,790	703,820	819,572	871,758	922,169	Salary & Wages	924,904
477,720	430,810	238,608	263,800	264,300	Operating Expense	138,980
75,000	0	75,000	175,000	175,000	Capital Outlay	134,800
<b>1,238,510</b>	<b>1,134,630</b>	<b>1,133,180</b>	<b>1,310,558</b>	<b>1,361,469</b>	<b>Total Budget</b>	<b>1,198,684</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
84,936	92,852	95,208	100,053	102,000	5110 Chief	102,023
57,090	57,336	61,248	66,407	66,407	5111 Senior Fire Officer	69,748
25,096	23,658	25,506	28,393	28,393	5112 Clerical (75%)	28,775
306,907	316,503	324,076	373,816	330,000	5113 Firefighters Full Time	385,721
5,885	6,032	6,032	6,154	6,154	5117 Deputy Chief	6,152
148,541	118,483	141,496	142,800	142,800	5118 Call Firefighters	145,656
8,768	12,836	11,878	16,064	16,064	5119 Clerical Part Time	15,662
39,510	42,507	90,088	60,000	104,880	5132 Overtime	90,000
0	14,715	15,060	15,220	15,220	5133 Weekend Coverage	15,220
0	10,038	33,583	15,000	62,400	5141 IOD	15,000
6,216	5,737	1,415	1,200	1,200	5147 Shift Lead Pay	1,200
2,841	3,123	13,982	46,651	46,651	5148 Holiday Pay	49,747
<b>685,790</b>	<b>703,820</b>	<b>819,572</b>	<b>871,758</b>	<b>922,169</b>	<b>*Total Salary &amp; Wages*</b>	<b>924,904</b>

9.00	9.00	10.00	10.00	10.00	# Personnel F/T	10.00
2.00	2.00	2.00	2.00	2.00	# Personnel P/T	2.00
<b>39.00</b>	<b>39.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b># Personnel On-Call</b>	<b>32.00</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
16,806	18,813	17,813	10,000	10,000	5212 Utilities	10,000
0	503	1,013	480	480	5231 Water/Sewer	480
3,122	3,447	4,365	6,500	6,500	5244 Radio Maintenance	5,000
2,031	2,463	2,463	2,800	2,800	5249 Radio Alarm System	2,800
1,202	1,756	1,514	3,620	3,620	5340 Cell Phone/Pagers	4,000
18,945	18,004	12,627	18,000	18,000	5410 Petro Products	22,400
6,673	6,509	5,126	10,000	10,000	5421 Office Supplies	6,000
4,291	7,673	7,500	8,000	8,000	5430 Building Maintenance	8,000
13,602	16,368	16,687	19,000	19,000	5480 Vehicle Maintenance	19,000
986	0	41	500	1,000	5490 Emergency Food	1,000
2,630	5,428	4,309	4,000	4,000	5500 Medical/Physicals	4,000
9,963	9,563	9,130	12,000	12,000	5510 Train/Education/Programs	12,000
3,788	8,358	9,904	10,000	10,000	5512 Call Firefighter Retention	8,000
12,186	10,064	15,255	13,600	13,600	5581 C Uniforms	2,000
0	0	0	3,500	3,500	Uniform Allowance	3,500
12,208	11,232	25,163	16,000	16,000	5582 Equipment/Hose	16,000
1,969	1,706	1,500	1,500	1,500	5584 Medical Supplies/Equip.	0
456	950	597	700	700	5711 Mileage Reimbursement	700
3,125	3,672	757	3,600	3,600	5720 Out of State Travel	3,600
23,998	90,005	102,844	120,000	120,000	5870 C Capital Outlay	0
208,055	214,296	0	0	0	5880 Ambulance Serv/Subsidy	0
131,684	0	0	0	0	5890 C Lease/Purchase	0
75,000	0	75,000	175,000	175,000	5890 A Fire Depreciation Exp.	134,800
0	0	0	0	0	N Radio/Pager Purchase	10,500
552,720	430,810	313,608	438,800	439,300	*Total Expenses*	273,780
1,238,510	1,134,630	1,133,180	1,310,558	1,361,469	*Total Budget*	1,198,684

## EMS OPERATIONS BUDGET

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

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

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

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

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

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

	FY 2008	FY2009	FY2010	FY2011	FY2012
<b><i>EMS Operations</i></b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
ALS %	n/a	n/a	68%	68%	68%
ALS Transport	n/a	n/a	735	762	762
BLS %	n/a	n/a	32%	32%	32%
BLS Transports	n/a	n/a	315	358	358
Refusals	n/a	n/a	189	207	207
State Mandated Training	n/a	2	2	2	2
Total Calls	n/a	n/a	1,395	1,500	1,500
Transports	n/a	n/a	1,042	1,120	1,120
<b><i>Support Services</i></b>					
Accounting	n/a	n/a	n/a	550	600
EMS # of Calls	n/a	n/a	1,395	1,500	1,500
Information Requests	n/a	n/a	100	200	200

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

<b>NOTES</b>
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<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Budget FY 2011</b>	<b>Estimate FY 2011</b>	<b>APPROPRIATION SUMMARY</b>	<b>Manager FY 2012</b>
0	24,330	497,031	641,382	614,267	Salary & Wages	621,371
0	22,996	85,298	129,060	128,900	Operating Expense	112,675
0	106,931	85,000	85,000	84,865	Capital Outlay	170,000
<b>0</b>	<b>154,257</b>	<b>667,329</b>	<b>855,442</b>	<b>828,032</b>	<b>Total Budget</b>	<b>904,046</b>

## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
0	10,871	52,252	53,725	53,725	5111	EMS Lead Officer	56,427
0	0	14,657	15,742	15,742	5112	Clerical	14,797
0	10,586	295,697	409,956	410,000	5113	Firefighters	428,947
0	198	49,286	80,000	27,600	5114	Paramedics (Per Diem)	20,000
0	0	11,692	15,759	26,000	5118	Call Firefighters	20,000
0	2,375	72,247	65,000	80,000	5132	Overtime	80,000
0	300	1,200	1,200	1,200	5140	Stipends	1,200
	<b>24,330</b>	<b>497,031</b>	<b>641,382</b>	<b>614,267</b>		<b>*Total Salary &amp; Wages*</b>	<b>621,371</b>
	<b>1.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>		<b># Personnel F/T</b>	<b>9.00</b>
	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>		<b># Personnel P/T</b>	<b>2.00</b>
	<b>0.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>		<b># Personnel On-Call</b>	<b>7.00</b>
0	0	1,754	6,900	6,900	5244	Equipment Maintenance	6,900
0	0	855	960	1,200	5340	Cell Phones/Pagers	1,000
0	84	8,749	7,000	9,000	5410	Petro Products	14,875
0	420	208	1,200	1,200	5421	Office Supplies	500
0	702	5,678	6,500	6,500	5480	Vehicle Maintenance	6,500
0	0	1,503	5,000	5,000	5510	Train/Education/Programs	5,000
0	2,503	14,599	12,700	12,700	5581	C Uniforms	2,000
0	0	0	4,500	4,500		Uniform Allowance	4,500
0	16,041	25,366	40,000	40,000	5584	Medical Supplies/Equip.	30,000
0	324	0	0	500	5745	Vehicle Insurance	0
0	2,908	5,770	13,400	13,400	5783	Licenses and Fees	13,400
0	14	20,816	30,900	28,000	5784	Billing Contractor	28,000
0	106,931	85,000	85,000	84,865	5870	C Capital Outlay	170,000
0	<b>129,927</b>	<b>170,298</b>	<b>214,060</b>	<b>213,765</b>		<b>*Total Expenses*</b>	<b>282,675</b>
0	<b>154,257</b>	<b>667,329</b>	<b>855,442</b>	<b>828,032</b>		<b>*Total Budget*</b>	<b>904,046</b>

## EMERGENCY MANAGEMENT

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

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

	FY 2008	FY2009	FY2010	FY2011	FY2012
<b><i>Emergency Management</i></b>	Actual	Actual	Actual	Estimate	Estimate
CERT Responses			10	11	11
CERT Trainings	n/a	n/a	n/a	12	12
Emergency Management Meetings	10	10	10	12	13
Vehicles Maintained	n/a	n/a	n/a	1	1
<b><i>Support Services</i></b>					
Information Requests & Clerical Support	n/a	n/a	n/a	50	60



<b>DEPARTMENT</b> Emergency Management	<b>FUNCTION</b> Emergency Preparedness	<b>FUNCTION CODE</b> 01-291
<b>DEPARTMENT HEAD</b> John Chandler III	<b>PREPARED BY</b> John Chandler III	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
4,898	5,301	7,390	13,065	13,065	Salary & Wages	14,036
839	2,189	10,334	7,000	7,000	Operating Expense	17,000
<b>5,737</b>	<b>7,490</b>	<b>17,724</b>	<b>20,065</b>	<b>20,065</b>	<b>Total Budget</b>	<b>31,036</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
3,844	5,301	7,390	9,465	9,465	5112	Clerical (25%)	10,436
1,054	0	0	3,600	3,600	5120	Stipend	3,600
<b>4,898</b>	<b>5,301</b>	<b>7,390</b>	<b>13,065</b>	<b>13,065</b>		<b>*Total Salary &amp; Wages*</b>	<b>14,036</b>

<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>		<b># Personnel F/T</b>	<b>0.25</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel P/T</b>	<b>1.00</b>

839	1,248	502	400	400	5421	Office Supplies	400
0	0	0	1,600	1,600	5510	Training	11,600
0	941	9,832	5,000	5,000	5582	Emergency Supplies	5,000
<b>839</b>	<b>2,189</b>	<b>10,334</b>	<b>7,000</b>	<b>7,000</b>		<b>*Total Expense*</b>	<b>17,000</b>
<b>5,737</b>	<b>7,490</b>	<b>17,724</b>	<b>20,065</b>	<b>20,065</b>		<b>*Total Budget*</b>	<b>31,036</b>

<b>DEPARTMENT</b>	<b>FUNCTION</b>	<b>FUNCTION CODE</b>
Public Safety	New Public Safety Building	
<b>DEPARTMENT HEAD</b>	<b>PREPARED BY</b>	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Request FY 2012	Manager FY 2012
0	0	0	0	0	Salary & Wages	0	0
0	0	0	103,000	103,000	Operating Expense	132,870	132,870
0	0	0	103,000	103,000	Total Budget	132,870	132,870

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Request FY 2012	Manager FY 2012
0	0	0	45,000	45,000	5212	New PSB Electricity	56,000	56,000
0	0	0	4,500	4,500	5214	New PSB/Natural Gas	6,000	6,000
0	0	0	2,250	2,250	5231	New PSB Water Sewer	3,000	3,000
0	0	0	30,000	30,000	5430	New PSB Cleaning	35,000	35,000
0	0	0	10,000	10,000	5450	PSB Cleaning Supplies	13,000	13,000
0	0	0	11,250	11,250	5242	PSB Mechanical	13,370	13,370
0	0	0	0	0		Equip. Maint. Contracts	5,000	5,000
0	0	0	0	0		Generator Fuel	1,500	1,500
0	0	0	103,000	103,000		*Total Expenses*	132,870	132,870
0	0	0	103,000	103,000		*Total Budget*	132,870	132,870

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Manager FY 2012
<b>PUBLIC WORKS</b>						
Administration	148,611	134,537	161,479	169,043	166,579	168,500
Engineering	66,410	55,562	78,347	93,293	93,293	107,244
Highway Division	1,658,257	1,366,785	1,346,291	1,493,556	1,449,411	1,122,301
Equipment Repair Division	155,487	135,300	108,423	134,880	135,080	118,381
Buildings/Grounds	579,180	617,957	684,023	657,048	657,620	661,435
Garage Division	41,047	69,864	53,489	58,800	58,800	58,800
<b>TOTAL</b>	<b>2,648,992</b>	<b>2,380,005</b>	<b>2,432,052</b>	<b>2,606,620</b>	<b>2,560,783</b>	<b>2,236,661</b>

**DEPARTMENT OF PUBLIC WORKS (GENERAL FUND)****MISSION STATEMENT**

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

The Department of Public Works - (General Fund) is comprised of four (4) Divisions: Administration; Engineering; Highway; and Building & Grounds and is responsible for the "day-to-day" planning, design, operations and management of the Town's public works infrastructure and/or assets. The professional staff also provides technical and/or management expertise to other municipal departments and town officials. Holden's infrastructure includes: 118-miles of roads, guard rail and street signs; 56-miles of sidewalks (of which 20-miles are snowplowed); bridges; storm water, 2,008 catch basins/manholes, culverts and outfalls; winter snow & ice operations; cemeteries, parks and playgrounds; town-owned buildings (four of which are historic); cemeteries; parks; town landfill; and program management necessary to provide safe and reliable transportation systems for each of our public safety operations, residents, businesses, and visitors.

The Department of Public Works (DPW) consists of a talented group of twenty-four (24) professionals who include the following: Director (1), Assistant Director/Town Engineer (1), Civil Engineer II (1), Office Manager (1), Superintendent of Operations – DPW (1), Highway Foreman (1), Buildings & Grounds Foreman (1), Mechanics (3), Senior Equipment Operator III (1), Equipment Operator III (4), Equipment Operator II (5), one (1) Laborer/ Equipment Operator (1), Laborer (1), and Custodians (2).

The Director, Assistant Director/Town Engineer and Civil Engineer II each share responsibilities with the Water & Sewer Enterprise Fund. The Director and Assistant Director/Town Engineer are each funded sixty-percent (60%) General Fund and forty percent (40%) Water & Sewer Enterprise Fund; and the Civil Engineer II is funded equally (50%/50%) between the General Fund and Enterprise Fund.

**Administration**

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

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

The Holden Department of Public Works “team” is comprised of the most talented and hard-working group of professionals whose combined efforts, initiative and dedication result in the highest level of reasonable, cost-effective and timely deliverables to Holden’s residents, businesses and visitors under the most challenging conditions “24-hours a day – 7-days a week”.

<b>DEPARTMENT</b> Public Works	<b>FUNCTION</b> Administration Division	<b>FUNCTION CODE</b> 01-421
<b>DEPARTMENT HEAD</b> James Shuris	<b>PREPARED BY</b> James Shuris	

<b>NOTES</b>
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<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Budget FY 2011</b>	<b>Estimate FY 2011</b>	<b>APPROPRIATION SUMMARY</b>	<b>Manager FY 2012</b>
143,556	129,651	155,409	162,043	159,418	Salary & Wages	161,750
5,055	4,886	6,070	7,000	7,161	Operating Expense	6,750
<b>148,611</b>	<b>134,537</b>	<b>161,479</b>	<b>169,043</b>	<b>166,579</b>	<b>Total Budget</b>	<b>168,500</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
95,303	80,192	58,993	60,203	60,203	5110	DPW Director	61,214
0	0	46,372	48,267	48,267	5111	Assistant Director	49,078
48,253	49,459	50,044	53,573	50,948	5112	Clerical	51,458
<b>143,556</b>	<b>129,651</b>	<b>155,409</b>	<b>162,043</b>	<b>159,418</b>		<b>*Total Salary &amp; Wages*</b>	<b>161,750</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>
176	32	0	100	261	5244	Radio Maintenance	300
479	531	462	500	500	5340	Pagers/Cell Phone	500
131	171	226	300	300	5343	Postage	300
618	709	856	750	750	5410	Petro Products	1,200
2,283	2,194	2,232	2,450	2,450	5421	Office Supplies	2,450
692	296	180	400	400	5422	Printing	400
67	48	693	500	500	5480	Vehicle Maintenance	500
461	340	715	900	900	5731	Association Dues	500
0	0	300	300	300	5732	Books & Periodicals	100
148	565	406	800	800	5733	Expense of Meetings	500
<b>5,055</b>	<b>4,886</b>	<b>6,070</b>	<b>7,000</b>	<b>7,161</b>		<b>*Total Expenses*</b>	<b>6,750</b>
<b>148,611</b>	<b>134,537</b>	<b>161,479</b>	<b>169,043</b>	<b>166,579</b>		<b>*Total Budget*</b>	<b>168,500</b>

***Engineering***

The Engineering Division provides town-wide technical services for all inter-municipal departments which include: preparation and maintenance of street and sidewalk inventories; makes recommendations to the Planning Board including the review of approved definitive subdivision plans, determination of construction estimates for bonding requirements, and utility inspections to ensure that all work is performed in compliance with applicable regulations and that all public infrastructure and utilities properly tested/installed before acceptance by the Town. This Division 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. Technical expertise is all provided 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.

Through contracted services, Engineering manages the ongoing field inspections, engineering and data collection tasks to comply with the EPA's Phase II Storm Water Management Regulations. These ongoing activities are necessary to ensure compliance includes the monitoring of project sites, review and testing of suspect discharges and implementation of program goals to achieve best management practices. Similarly, this Division also manages contracted services for all post-closure monitoring activities for the Town-owned Landfill on River Street to comply with requirements of the Massachusetts Department of Environmental Protection which requires the town to monitor, inspect, test and report (in the spring and fall of each year) on all groundwater activities in and around the former landfill.



<b>DEPARTMENT</b> Public Works	<b>FUNCTION</b> Engineering Division	<b>FUNCTION CODE</b> 01-411
<b>DEPARTMENT HEAD</b> James Shuris	<b>PREPARED BY</b> James Shuris	

<b>NOTES</b>
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
34,705	35,078	29,628	30,443	30,443	Salary & Wages	32,394
31,705	20,484	48,719	62,850	62,850	Operating Expense	74,850
<b>66,410</b>	<b>55,562</b>	<b>78,347</b>	<b>93,293</b>	<b>93,293</b>	<b>Total Budget</b>	<b>107,244</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
34,705	35,078	29,628	30,443	30,443	5111	Engineers	32,294
0	0	0	0	0	5132	Overtime	100
<b>34,705</b>	<b>35,078</b>	<b>29,628</b>	<b>30,443</b>	<b>30,443</b>		<b>*Total Salary &amp; Wages*</b>	<b>32,394</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel F/T</b>	<b>1.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>
17,500	17,200	15,971	20,000	20,000	5299	Post Closure Monitoring	32,000
11,233	0	1,370	10,000	10,000	5303	Consulting Services	10,000
378	340	417	600	600	5340	Pagers/Cell Phones	600
92	146	88	150	150	5343	Postage	150
569	544	664	1,300	1,300	5410	Petro Products	1,300
100	1,164	810	700	700	5480	Vehicle Maintenance	700
1,257	1,036	2,050	2,700	2,700	5582	Equip/Supplies	2,700
0	54	22	100	100	5710	Car Allowance	100
148	0	510	500	500	5731	Association Dues/Licenses	500
428	0	592	800	800	5733	Expense of Meetings	800
0	0	0	26,000	26,000	5732	Storm Water NPDES Permit	26,000
0	0	26,225	0	0	5734	Princeton St. Bridge	0
<b>31,705</b>	<b>20,484</b>	<b>48,719</b>	<b>62,850</b>	<b>62,850</b>		<b>*Total Expenses*</b>	<b>74,850</b>
<b>66,410</b>	<b>55,562</b>	<b>78,347</b>	<b>93,293</b>	<b>93,293</b>		<b>*Total Budget*</b>	<b>107,244</b>

*Highway*

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

One of the major goals of the Highway Division is to provide a successful, cost-efficient and timely snow and ice operations program. To achieve this goal, we execute a well coordinated effort to pre-treat, sand and salt, and plow our public ways together with providing high levels of efficient equipment repair/maintenance that allows the DPW to execute this task. We also plow, sand and salt town-owned public buildings/facilities, namely the Town Hall, Starbard Building, Damon House, Hendricks House & Barn, Senior Center, Dawson School, Mayo School, Davis Hill School and the Mountview School. Our talented “force-account” DPW snow and ice fighting crews together with other “inter-municipal” employees are strategically coordinated and supervised during each storm event to result in high levels of efficiency, reduced costs and top-performing results to ensure that all public roads and sidewalks are safe, reliable and convenient for travel during the winter months.

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

This Division also works closely with the Buildings & Grounds Division to provide continued assistance for the Wachusett Greenways in the care and maintenance of the Rail Trail between River Street Holden and West Boylston at the Wachusett Reservoir. Similarly these Divisions work together on an annual basis to provide leaf composting and brush chipping programs for our residents. These programs are very popular and meaningful for our residents and the materials generated from this program are processed by the DPW and used on soccer fields, baseball fields, and numerous town-wide DPW projects. The Equipment Repair and Maintenance group within the Highway Division maintains a “town-wide” equipment inventory and provides scheduled, routine, specialized and emergency mechanical services for over one hundred and twenty (120) pieces of Town-owned heavy equipment, vehicles and construction-related equipment (except for the public schools). The ownership of these pieces of equipment is distributed as follows: DPW (70), Police/Fire Department (30) and Other Departments (20). This group also services each of the twenty-five (25) sewer pumping stations, generators and fuel storage tanks to assure that all equipment is ready, reliable and safe for day-to-day and emergency-related use.

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

<b>DEPARTMENT</b> Public Works	<b>FUNCTION</b> Highway Division	<b>FUNCTION CODE</b> 01-422
<b>DEPARTMENT HEAD</b> James Shuris	<b>PREPARED BY</b> James Shuris	

<b>NOTES</b>
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
444,435	446,596	482,866	483,506	439,041	Salary & Wages	489,345
456,814	277,944	326,123	485,050	485,370	Operating Expense	307,956
447,225	443,219	370,497	325,000	325,000	Snow Removal	325,000
309,783	199,026	166,805	200,000	200,000	Capital Outlay	0
<b>1,658,257</b>	<b>1,366,785</b>	<b>1,346,291</b>	<b>1,493,556</b>	<b>1,449,411</b>	<b>Total Budget</b>	<b>1,122,301</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
76,702	78,620	101,489	80,985	36,500	5111 Supervisor	72,805
339,670	345,519	353,399	360,560	360,560	5116 Labor	369,314
6,002	5,448	5,340	5,100	5,120	5118 Seasonal Labor	9,900
7,736	5,358	9,423	23,195	23,195	5132 Overtime	23,660
3,383	1,280	2,792	2,500	2,500	5140 Police Details	2,500
266	295	347	1,090	1,090	5142 Out of Class	1,090
10,076	10,076	10,076	10,076	10,076	5143 Incentive Pay/Bonus	10,076
600	0	0	0	0	One Time Signing Bonus	0
<b>444,435</b>	<b>446,596</b>	<b>482,866</b>	<b>483,506</b>	<b>439,041</b>	<b>*Total Salary &amp; Wages*</b>	<b>489,345</b>
<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b># Personnel F/T</b>	<b>9.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b># Personnel P/T</b>	<b>0.00</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b># Personnel Seasonal</b>	<b>1.00</b>
68,000	88,500	88,000	108,500	108,500	5211 Light Power/Street Lights	108,500
300	2,000	0	2,000	2,000	5271 Leased Equipment	2,000
2,219	2,489	3,790	2,200	2,200	5340 Pagers/Cell Phones	2,200
8,956	18,044	9,036	5,500	5,500	5410 Petro Products	16,000
15,547	15,004	12,165	18,500	18,500	5411 Diesel Fuel	21,250
70,897	64,494	61,470	63,000	63,000	5480 Vehicle Maintenance	63,000
4,407	4,656	5,373	5,000	5,000	5531 Stock	5,000
670	1,126	1,089	900	900	5532 Tools	900
7,713	0	0	0	0	5533 Landscape Rake	0
6,226	3,164	10,324	10,000	10,000	5537 Miscellaneous Drainage	10,000
31,685	34,999	19,776	35,000	35,000	5538 Road/Patch	35,000
4,354	8,501	4,429	6,750	6,750	5541 Street Sweeper	6,750
4,423	3,780	5,251	6,300	6,300	5581 Uniforms	7,444
190	615	465	400	720	5783 Licenses	720
25,486	20,861	0	0	0	5788 Line Painting	0
5,741	9,711	4,955	16,000	16,000	5789 Signs	10,000
172,897	199,026	166,805	200,000	200,000	5810 C Resurfacing/Sealing	0
100,000	0	0	0	0	5811 C Sidewalk Construction	0
29,652	0	0	0	0	5812 C Cemetery Roads	0
0	0	0	0	0	5840 C Drainage	0
7,234	0	0	0	0	5850 C Vehicle (Cemetery)	0
447,225	443,219	370,497	325,000	325,000	5890 Snow Removal	325,000
200,000	0	100,000	200,000	200,000	A DPW Depreciation Expense	19,192
0	0	0	5,000	5,000	5813 Newell Rd. Culvert	0
<b>1,213,822</b>	<b>920,189</b>	<b>863,425</b>	<b>1,010,050</b>	<b>1,010,370</b>	<b>*Total Expenses*</b>	<b>632,956</b>
<b>1,658,257</b>	<b>1,366,785</b>	<b>1,346,291</b>	<b>1,493,556</b>	<b>1,449,411</b>	<b>*Total Budget*</b>	<b>1,122,301</b>

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

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
143,238	138,848	149,179	155,480	155,480	Salary & Wages	161,781
12,249	12,452	15,244	15,400	15,600	Operating Expense	15,600
<b>155,487</b>	<b>151,300</b>	<b>164,423</b>	<b>170,880</b>	<b>171,080</b>	<b>Total Budget</b>	<b>177,381</b>
0	16,000	16,000	16,000	16,000	Charges:	
0	0	40,000	20,000	20,000	HMLD Charge	17,000
					Water Sewer Enterprise Fund	42,000
<b>155,487</b>	<b>135,300</b>	<b>108,423</b>	<b>134,880</b>	<b>135,080</b>	<b>General Fund Appropriation</b>	<b>118,381</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
141,817	137,321	147,386	152,691	152,691	5116	Equipment Mechanics	158,936
295	708	289	1,282	1,282	5132	Overtime	1,308
901	819	1,504	1,507	1,507	5142	Working Out of Class	1,537
225	0	0	0	0	5143	Incentive Plan	0
<b>143,238</b>	<b>138,848</b>	<b>149,179</b>	<b>155,480</b>	<b>155,480</b>		<b>*Total Salary &amp; Wages*</b>	<b>161,781</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>
887	847	1,003	1,000	1,000	5340	Pagers/Cell Phones	1,000
2,969	3,461	2,264	2,500	2,500	5410	Petro Products	2,000
2,207	1,983	1,703	2,000	2,000	5480	Vehicle Maintenance	2,000
3,343	3,968	7,449	7,500	7,500	5532	Mechanic Tools	7,500
2,783	1,928	2,825	2,200	2,200	5581	Uniforms	2,700
60	265	0	200	400	5783	Licenses	400
<b>12,249</b>	<b>12,452</b>	<b>15,244</b>	<b>15,400</b>	<b>15,600</b>		<b>*Total Expenses*</b>	<b>15,600</b>
<b>155,487</b>	<b>151,300</b>	<b>164,423</b>	<b>170,880</b>	<b>171,080</b>		<b>*Total Budget*</b>	<b>177,381</b>

***Buildings & Grounds***

The Buildings & Grounds Division is responsible to provide safe and usable recreational and one hundred and forty (140) acres of open area assets for our residents. Our town-owned assets include twelve (12) town-owned buildings, seven (7) parks, eight (8) sports fields, four (4) indoor facilities, two (2) pools, one (1) beach, three (3) playground areas, three (3) outdoor courts, and over ten (10) miles of nature trails. This Division also provides "day-to-day" field maintenance, litter control/management and snow and ice removal/maintenance. This Division is also responsible for the operation, maintenance and custodial duties associated with 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.

Cemetery operations play a critical role in this Division whereas we care for fifty (50) acres of the Grove Cemetery, four (4) acres of the Main Street historical cemetery, and the continued maintenance of the expanded (but unused) area of the Grove Cemetery. Day-to-day duties include grounds maintenance, landscaping, grave layout, opening and closing of graves, setting of markers, and financial and health department record keeping. In 2010, we had nine (9) cremation burials and twenty-two (22) full burials.



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

<b>NOTES</b>
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
354,935	359,968	367,978	381,988	381,988	Salary & Wages	392,815
239,245	272,989	331,045	295,060	295,632	Operating Expense	293,620
<b>594,180</b>	<b>632,957</b>	<b>699,023</b>	<b>677,048</b>	<b>677,620</b>	<b>Total Budget</b>	<b>686,435</b>
15,000	15,000	15,000	20,000	20,000	Charges:	
579,180	617,957	684,023	657,048	657,620	4271 Recreation charges	25,000
					<b>General Fund Appropriation</b>	<b>661,435</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
323,546	323,866	328,332	342,619	342,619	5116 Labor	352,331
14,652	16,241	22,484	19,618	19,618	5118 Seasonal Labor	20,010
14,760	18,466	15,944	17,891	17,891	5132 Overtime	18,600
229	245	357	710	710	5142 Out of Class	724
1,148	1,150	861	1,150	1,150	5143 Incentive Plan	1,150
600	0	0	0	0	5144 One Time Signing Bonus	0
<b>354,935</b>	<b>359,968</b>	<b>367,978</b>	<b>381,988</b>	<b>381,988</b>	<b>*Total Salary &amp; Wages*</b>	<b>392,815</b>
<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b># Personnel F/T</b>	<b>8.00</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b># Seasonal</b>	<b>4.00</b>
33,264	35,191	32,847	40,000	40,000	5212 Utilities	40,000
32,970	39,484	27,564	45,000	45,000	5214 Fuel	45,000
11,453	24,999	10,947	25,000	25,000	5231 Water & Sewer	30,000
3,469	2,824	3,275	4,500	4,500	5242 Equipment Repair	4,500
12,701	12,976	13,759	13,500	14,072	5247 Elevator Maintenance	15,000
10,687	12,976	12,922	12,000	12,000	5249 Alarm Monitor	12,000
2,139	5,689	3,601	2,700	2,700	5340 Pagers/Cell Phone	2,700
34,761	35,386	38,842	40,000	40,000	5341 Telephone	25,000
625	0	0	0	0	5380 Trash Removal	0
18,568	17,991	15,838	15,000	15,000	5410 Petro Products	27,600
626	328	526	500	500	5421 Office Supplies	500
21,403	27,499	17,374	30,000	30,000	5430 Building Maintenance	30,000
15,605	12,987	12,182	12,500	12,500	5450 Building Supplies	12,500
17,513	18,594	14,196	15,000	15,000	5460 Parks Maintenance	15,000
5,195	3,144	4,819	6,000	6,000	5462 Grave Maintenance	6,000
12,775	19,138	13,746	19,000	19,000	5480 Vehicle Maintenance	19,000
1,498	778	1,836	2,500	2,500	5532 Tools	2,500
3,773	3,005	3,999	4,500	4,500	5581 Uniforms	5,250
0	0	0	350	350	5731 Association Dues	350
220	0	405	400	400	5783 Licenses	720
0	0	33,000	6,610	6,610	Hazardous Waste Facility	0
0	0	69,367	0	0	5781 Reserve Fund (Building Reno)	0
<b>239,245</b>	<b>272,989</b>	<b>331,045</b>	<b>295,060</b>	<b>295,632</b>	<b>*Total Expenses*</b>	<b>293,620</b>
<b>594,180</b>	<b>632,957</b>	<b>699,023</b>	<b>677,048</b>	<b>677,620</b>	<b>*Total Budget*</b>	<b>686,435</b>

<b>DEPARTMENT</b> Public Works	<b>FUNCTION</b> Garage Division	<b>FUNCTION CODE</b> 01-422
<b>DEPARTMENT HEAD</b> James Shuris	<b>PREPARED BY</b> James Shuris	

<b>NOTES</b>
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
41,047	69,864	53,489	58,800	58,800	Operating Expense	58,800
41,047	69,864	53,489	58,800	58,800	Total Budget	58,800

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
10,155	11,997	11,240	11,500	11,500	5212 Utilities	11,500
22,725	37,136	22,102	25,000	25,000	5214 Fuel	25,000
755	744	900	800	800	5231 Water & Sewer	800
1,177	1,290	1,174	1,500	1,500	5342 Radio Lines	1,500
6,235	18,697	18,073	20,000	20,000	5430 Building Maintenance	20,000
41,047	69,864	53,489	58,800	58,800	*Total Expenses*	58,800
41,047	69,864	53,489	58,800	58,800	*Total Budget*	58,800

## TOWN OF HOLDEN

## FY 2012 BUDGET

	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Manager 2012
<b>OTHER FUNDS</b>						
Water/Sewer Enterprise Fund	4,558,428	4,411,413	4,803,760	5,128,073	5,067,038	5,593,094
Water/Sewer Stabilization Fund			25,000	80,000	80,000	30,000
DPW Depreciation Fund	130,000	20,000	406,192	218,192	218,192	19,192
Recreation Revolving Fund	304,074	259,709	375,461	322,589	344,642	471,076
After School Revolving Fund	239,398	259,006	256,990	295,814	284,210	299,074
Cable Revolving Fund	182,509	192,822	178,783	201,549	201,389	260,054
Solid Waste Enterprise Fund	926,926	937,979	959,668	1,088,723	1,063,594	1,164,907
Inspection Revolving Fund	201,317	212,367	203,893	207,037	199,227	214,271
Fire Vehicle Stabilization Fund	0	450,000	50,000	90,000	90,000	134,800
<b>TOTAL</b>	<b>6,542,652</b>	<b>6,743,296</b>	<b>7,259,747</b>	<b>7,631,977</b>	<b>7,548,292</b>	<b>8,186,468</b>

**WATER & SEWER ENTERPRISE FUND****MISSION STATEMENT**

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

The Department of Public Works - Water & Sewer Division provides for the complete administration, operations and engineering for water supply, water distribution, sewer collection systems, sewer treatment, customer service, billing, capital planning & improvements, and program management. The essential functions of this Division include: Administration; Engineering; Water Distribution; Water Supply; Sewer Collection Systems; Customer Service; and Billing. The Division consists of eleven (11) professionals as follows: Director (1), Assistant Director/Town Engineer (1), Civil Engineer II (1), Senior Water & Sewer Clerk (1), Water & Sewer Foreman (1), Water Operator III (2), Water Operator II (1) and Water Operator I (3).

**Administration**

Administration provides ongoing all "day-to-day" operations, planning and regulatory direction and support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director (and/or Assistant Director) meets with key staff on a daily basis and work products and accomplishments are reviewed along with project and operational costs associated with accomplishing other Departmental goals. The Director and Assistant Director/Town Engineer share responsibilities and provide overall administration, supervision and direction for all Water & Sewer Division operations and town-related activities. The Senior Water & Sewer Clerk provides secretarial services for the Director, Assistant Director and Civil Engineer II. The Director and Assistant Director/Town Engineer are each funded forty percent (40%) Water & Sewer Enterprise Fund and sixty-percent (60%) General Fund; the Civil Engineer II is funded equally (50%/50%) between the Enterprise Fund and General Fund.

The preparation of specifications and the administration of bid solicitations and quotations for procurement are also managed under Administration, as well as the DEP and/or EPA reporting requirements. Under the direction of the Director and/or Assistant Director, the Senior Water & Sewer Clerk also processes all reports related to water sampling, collection, testing and production reports for submission to DEP, EPA and/or other regulatory agencies. All division payroll, personnel forms, and accounts, are processed through the DPW Administration (General Fund) Office Manager. However, all monthly invoices and payment receipts for all water and sewer related functions are issued and managed by the Holden Municipal Light Department.

In 2010 a major water and sewer study was undertaken using the consulting services of CDM which included a comprehensive Water and Sewer Financial Plan Rate Analysis, to develop a 5-year financial plan for Holden's water and sewer utilities, inclusive of rate structuring alternatives to meet long-term revenue requirements for FY 2012 through FY 2016. The findings, recommendations and required rate revenues determined from this study are included in this budget and account for all "day-to-day" operations, fixed costs, annual operations and maintenance, debt service, equipment replacement and planned capital improvements. The findings of this study form the basis for the rate revenues depicted in the FY 2012 Budget.

**WATER & SEWER ENTERPRISE FUND**

**Engineering** manages and provides for all engineering, technical services, contract services, field inspections, capital planning & improvements, and program management for all water and sewer programs in accordance with the CDM Master Report dated 2006.

***Water Distribution***

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

***Water Supply***

We provide reliable, clean and healthy water for each of our valued customers that meet all state and federal regulations. This is achieved through our town-owned and purchased water sources by providing high levels of maintenance and operations at each of our facilities “24-hours a day” and “7-days a week”. In 2010, a total of 484.7 million gallons of water was produced and/or purchased consisting of (72%) produced and (28%) purchased - all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden’s four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

***Sewer Collection Systems***

There are approximately seventy-eight (78) miles of sanitary sewer mains throughout the Town of Holden consisting of Rutland-Holden Trunk and Relief Sewers (RHTRS) and gravity and force mains. The sewer collection systems are made up of the most reliable and efficient sewer mains and twenty-five (25) sewer pumping stations that are operated and maintained “24-hours a day” and “7-days a week”. Our sewer collection systems program includes routine cleaning, pumping and scheduled preventative maintenance. Our staff also provides source and operating records for each of our stations on a daily basis.

## WATER & SEWER ENTERPRISE FUND

### ***Sewage Treatment***

The Town of Holden does not treat its own sewage. All wastewater is transported into the Department of Conservation & Recreation (DCR) – Commonwealth of Massachusetts sewer trunk line through the Rutland-Holden Trunk and Relief Sewer (RHTRS), through the City of Worcester and the Parker Avenue sewer flow meter, and eventually to the Upper Blackstone Water Pollution Abatement District (UPWPAD) treatment facility located in Millbury, Massachusetts. In doing so, the Town of Holden makes annual payments to: DCR for the use of the RHTRS trunk line; the City of Worcester for the use of their sewer main system; and the UBWPAD for the final treatment of the Town's wastewater. Each of these payments makes up the majority of the Town's fixed-expense line items in the sewer budget and in turn results in an increase to our customer's sewer bill. In 2010 a total of 418 million gallons of sewage was transported through the RHTRS and treated at the UBWPAD treatment facility.

### ***Customer Service***

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

### ***Billing***

The Holden Municipal Light Department (HMLD) provides billing services for the Water & Sewer Division and uses remote mobile devices to read, manage and perform water meter readings each month to produce the monthly water and sewer bills. There are also twenty-four (24) meters that are manually read each month by the Water & Sewer Division. Over 70,000 water and sewer bills (and payment receipts) are processed each year through the HMLD. To provide cost-savings and efficiencies, the monthly billing function has been integrated into one comprehensive utility bill to include water, sewer, electric and trash collection. There are presently 5,911 water customers and 4,440 sewer customer accounts. This distribution is as follows: 5,799 residential water; 112 non-residential water; 4,345 residential sewer; and 95 non-residential sewer. In 2010, a volume of 258,845,925 gallons of sewage was billed and a volume of 391,321,624 gallons of water was billed. Both water and sewer billings increased from last year by +7.3 % and +4.1% respectively.

### ***Summary***

The Holden Department of Public Works – Water & Sewer “team” is comprised of a hard-working group of professionals whose combined efforts, initiative and dedication result in the highest level of reasonable, cost-effective and timely deliverables to Holden's residents, businesses and visitors under the most challenging conditions “24-hours a day – 7-days a week”.

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

**NOTES**

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
482,518	440,858	512,296	528,560	528,560	Salary & Wages	541,588
4,075,910	3,970,555	4,291,464	4,599,513	4,538,478	Operating Expense	5,051,506
<b>4,558,428</b>	<b>4,411,413</b>	<b>4,803,760</b>	<b>5,128,073</b>	<b>5,067,038</b>	<b>Total Budget</b>	<b>5,593,094</b>

FINANCING PLAN						
3,568,503	3,494,877	4,016,450	4,487,327	4,487,327	4210	Water Rates 4,924,912
0	0	0	0	184,508		Water Rate Increase
0	0	0	0	0		Sewer Rates
0	0	0	0	205,481		Sewer Rate Increase
0	0	0	0	0	4214	Sewer Surcharge 0
22,668	8,860	29,951	45,000	45,000	4212	Water Miscellaneous 30,000
48,125	35,625	69,375	54,000	54,000	4221	Water Connections 54,000
133,165	146,338	147,349	182,338	182,338	4222	Cell/Cable Tower Rental 182,338
0	0	0	46,000	46,000	4223	Sprinkler Charges 46,000
1,404	8,928	798	10,504	300	4227	Septage UBWPAD 630
-199	0	0	0	0	4280	Interest 0
241	508	2,683	300	300	4320	Water Liens 534
203,497	32,732	67,939	75,000	60,000	4321	Sewer Inspections/Fees 60,000
0	0	50,490	0	20,000	4750	Inflow & Infiltration 20,000
388,967	355,453	376,385	291,217	291,217	4751	Sewer Project Assessments 286,239
0	149,268	20,419	0	1,517		Dec. '08 FEMA 0
0	0	24,399	0	0		Dec. '08 MEMA 0
0	737	0	0	0		Free Cash Appropriated 0
0	0	1,328	0	0		Surplus 0
153,642	136,552	0	0	0		Transfer from General Gov. 0
29,368	0	0	0	0		Transfer from Ins. Proceeds. 0
0	0	1,774	0	0		Prior Year Unspent Enc. 0
<b>4,549,381</b>	<b>4,369,878</b>	<b>4,809,340</b>	<b>5,191,686</b>	<b>5,577,988</b>		<b>TOTAL REVENUE 5,604,653</b>
<b>4,558,428</b>	<b>4,411,413</b>	<b>4,803,760</b>	<b>5,128,073</b>	<b>5,067,038</b>		<b>TOTAL EXPEND. 5,593,094</b>
<b>0</b>	<b>9,049</b>	<b>50,584</b>	<b>45,004</b>	<b>45,004</b>		<b>PRIOR YEAR DEFICIT</b>
<b>-9,047</b>	<b>-50,584</b>	<b>-45,004</b>	<b>18,609</b>	<b>465,946</b>		<b>BALANCE 11,559</b>



Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
76,702	11,296	0	0	0	5110 Superintendent	0
0	0	39,664	40,810	40,810	5110 Director	40,810
0	0	28,559	32,719	31,160	5113 Assistant Director	32,719
34,704	41,104	29,277	31,160	31,020	5111 Engineer	32,294
20,374	24,675	31,800	31,020	32,719	5112 Clerical	32,558
284,850	288,376	302,382	308,515	308,515	5116 Labor	317,838
41,574	42,949	45,121	51,662	51,662	5131 Standby	52,695
17,420	18,993	30,052	25,000	25,000	5132 Overtime	25,000
4,340	2,440	3,216	5,000	5,000	5140 Police Detail	5,000
355	351	551	1,000	1,000	5142 Work/Out of Class	1,000
1,674	1,674	1,674	1,674	1,674	5143 Incentive Plan	1,674
525	0	0	0	0	5144 One Time Sign Bonus	0
0	9,000	0	0	0	5150 Wage Adjustment	0
<b>482,518</b>	<b>440,858</b>	<b>512,296</b>	<b>528,560</b>	<b>528,560</b>	<b>*Total Salary &amp; Wages*</b>	<b>541,588</b>
<b>8.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b># Personnel F/T</b>	<b>9.50</b>
<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b># Personnel P/T</b>	<b>0.00</b>
0	0	6,020	6,500	6,500	5173 Medicare	6,500
358	323	335	350	350	5174 Life Insurance	350
67,167	70,153	65,802	80,000	80,000	5175 Health Insurance	102,000
44,479	49,141	47,826	58,506	58,506	5177 Retirement	67,049
243,320	247,230	211,467	245,000	245,000	5211 Light and Power	220,000
6,141	12,285	3,534	7,000	7,000	5214 Fuel	7,000
0	14,963	35,000	35,000	35,000	5219 Mechanics Services	43,000
6,000	6,000	6,000	6,000	6,000	5243 Information Technology	9,000
97,333	86,164	56,862	105,000	105,000	5246 Pump Station (Maint)	105,000
3,620	0	0	6,000	2,000	5250 Pump Septic System	2,000
3,805	-2,368	3,351	4,000	4,000	5291 Hydrant Replacement	4,000
0	17,914	1,000	10,000	28,800	5303 Consulting Service	15,000
0	0	0	500	500	5304 Physicals	700
1,395,150	1,006,754	1,194,133	1,045,119	1,045,119	5317 MDC Disposal	1,107,826
0	481,286	489,798	532,253	532,253	UBWPAD Assessment	617,554
94,788	52,529	127,633	75,000	100,000	MWRA Maintenance	100,000
0	0	0	0	0	West Boylston Agreement	20,000

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
3,274	3,565	3,530	3,750	3,750	5340 Pagers/Cell Phones	3,750
23,445	21,161	21,970	22,000	22,000	5342 Radio Lines	22,000
634,673	422,929	377,777	553,759	553,759	5381 Worcester Water	586,985
0	36,324	0	0	0	Worcester Water Backcharge	0
28,709	21,687	24,982	23,000	23,000	5410 Petro Products	25,200
8,553	6,471	7,266	3,500	3,500	5421 Office Supplies	3,500
3,377	2,642	4,016	4,000	4,000	5430 Building Operations	4,000
18,405	21,504	24,166	18,000	18,000	5480 Vehicle Maintenance	18,000
24,695	16,675	27,361	30,000	22,500	5531 Stock	40,000
2,208	1,157	1,561	2,000	2,000	5532 Tools	2,000
42,828	83,796	107,048	75,000	75,000	5535 Chemicals	82,500
2,574	2,786	4,819	3,000	3,000	5538 Misc Patch	3,000
0	0	5,732	2,500	9,000	5539 Meters/Repairs	9,000
64,903	39,086	44,903	45,000	45,000	5580 Billing Expenses	45,000
3,283	2,387	3,192	5,000	5,000	5581 Uniforms	5,673
27,380	23,155	21,646	25,100	25,100	5741 Insurance	26,047
2,467	1,933	2,793	4,000	4,000	5783 Licenses	4,800
0	14,667	8,750	0	0	5785 December '08 Ice Storm	0
8,750	8,750	0	8,750	8,750	5787 Indirect Collections	10,750
					Indirect Accounting	5,000
1,214,225	1,189,254	1,251,191	1,370,346	1,270,511	5910 Debt Service	1,340,677
0	0	0	0	0	Capital Outlay	125,000
0	0	0	3,995	3,995	SDWA Assessment	3,570
0	0	0	0	0	OPEB Past Employ. Benefits	37,500
0	0	50,000	50,000	50,000	Payback General Fund	50,000
0	0	0	7,251	7,251	Payback General Fund Int.	575
0	0	50,000	50,000	50,000	A W/S Stabilization Fund	0
0	8,252	0	0	0	A Prior Year Bills	0
0	0	0	73,334	73,334	A 5th Qtr Reserve	0
					W & S Rate Reserve	85,000
					O & M Reserve	85,000
4,075,910	3,970,555	4,291,464	4,599,513	4,538,478	*Total Expenses*	5,051,506
4,558,428	4,411,413	4,803,760	5,128,073	5,067,038	*Total Budget*	5,593,094

<b>Financing</b>	<b>FY 10 Approved</b>	<b>FY 11 Approved</b>	<b>FY 12 Town Manager Recommendation</b>
Opening Balance	-	277,595	218,456
MBTE Settlement	252,595	18,930	
Interest earnings		1,931	
Appropriation	50,000		
Sub Total	302,595	298,456	218,456
<b>Expenditures</b>			
O&M Well Facilities - Redevelopment of Wells	25,000		
I & I Study		50,000	
Vacuum Truck Reimbursement to DPW Stabilization Fund (\$150,000 over 5 years)		30,000	30,000
<b>TOTALS</b>	<b>25,000</b>	<b>80,000</b>	<b>30,000</b>
<b>Net Fund Balance</b>	<b>277,595</b>	<b>218,456</b>	<b>188,456</b>

<b>Financing</b>	<b>FY 08 Approved</b>	<b>FY 09 Approved</b>	<b>FY 10 Approved</b>	<b>FY 11 Approved</b>	<b>FY 12 Town Manager</b>
Opening Balance	236,318	363,588	508,300	229,709	245,892
Cemetery Account		0			
Transfer from Overlay Surplus	50,000	50,000			
Transfer from Water Sewer Stabilization Fund				30,000	30,000
Interest Earnings	7,270	14,712	13,868	4,375	
Unspent Balance Returned			13,733		
Appropriation	200,000	100,000	100,000	200,000	19,192
<b>Sub Total</b>	<b>493,588</b>	<b>528,300</b>	<b>635,901</b>	<b>464,084</b>	<b>295,084</b>
<b>Expenditures</b>					
<b>Public Works Highway</b>					
Sweeper #33 - Street Sweeper	130,000				
DPW Foreman Truck #10			42,000		
DPW Operations Truck #48 Dump Body				11,000	
DP #12 4x4 Dump & Spreader				35,000	
Vacuum Truck			325,000		
DP #44 Trackless Snow Plow				135,000	
<b>Public Works Buildings/Grounds</b>					
Tractor w/ Boom Flail Mower (3rd of 5-yr lease)		20,000	19,192	19,192	19,192
Buildings & Grounds Vehicle #58			20,000		
Replace Tractor Mower				18,000	
<b>TOTALS</b>	<b>130,000</b>	<b>20,000</b>	<b>406,192</b>	<b>218,192</b>	<b>19,192</b>
<b>Net Fund Balance</b>	<b>363,588</b>	<b>508,300</b>	<b>229,709</b>	<b>245,892</b>	<b>275,892</b>

***RECREATION REVOLVING FUND***

## RECREATION REVOLVING FUND

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

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

Recreation Department	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>
Before/After School Participants	254/day	225/day	230/day	230/day	230/day
All Day Summer Participants	585	585	506	*569	585
Summer Classes Participants	1,617	1,557	1,464	*1,400	1,430
Pool Memberships – Residents	1,690	1,673	1,351	*1,595	1,577
Pool Memberships – Non-Resident	391	400	407	*401	400
Pool Daily Attendance	50,412	49,269	51,027	*50,333	50,260
Adult Classes (Ski & NYC) Participants	323	380	627	645	650
				*actual numbers	

<b>DEPARTMENT</b> Recreation	
<b>DEPARTMENT HEAD</b> Denise Morano	<b>PREPARED BY</b> Denise Morano

<b>NOTES</b> MAXIMUM APPROPRIATION FOR FY 2012 IS \$581,970
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Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
156,543	158,806	200,111	196,317	210,068	Salary & Wages	227,570
147,531	100,903	175,350	126,272	134,574	Operating Expense	243,506
<b>304,074</b>	<b>259,709</b>	<b>375,461</b>	<b>322,589</b>	<b>344,642</b>	<b>Total Budget</b>	<b>471,076</b>

FINANCING PLAN						
425,166	330,975	382,845	351,213	361,749	Program Fee/Passes	392,017
17,116	16,161	23,403	21,000	21,000	Snack Bar	21,000
655,589	683,944	660,943	480,877	480,877	Previous Balance	402,931
1,097,871	1,031,080	1,067,191	853,090	863,626	Total Revenue	815,948
109,853	110,428	210,853	116,053	116,053	Transfer to IIF	25,000
304,074	259,709	375,461	322,589	344,642	Less Expenditures	471,076
<b>683,944</b>	<b>660,943</b>	<b>480,877</b>	<b>414,448</b>	<b>402,931</b>	<b>Balance</b>	<b>319,872</b>

Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011		Object Description	Manager 2012
68,901	69,086	69,769	71,167	71,522	5110	Recreation Director	71,877
0	0	0	0	0	5111	Recreation Leader	8,802
13,272	13,805	13,767	14,592	14,592	5112	Clerical	15,032
15,103	15,000	15,000	20,000	20,000	5116	Labor	25,000
59,267	60,915	85,405	76,558	87,244	5125	Seasonal Staff	89,859
0	0	16,170	14,000	16,710	5140	Independent Contractors	17,000
<b>156,543</b>	<b>158,806</b>	<b>200,111</b>	<b>196,317</b>	<b>210,068</b>		<b>*Total Salary &amp; Wages*</b>	<b>227,570</b>
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>		<b># Personnel F/T</b>	<b>2.00</b>
<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>
<b>43.00</b>	<b>43.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>		<b># Personnel Seasonal</b>	<b>45.00</b>
0	0	0	1,020	1,020	5171	Workers Comp Ins	1,050
5,092	5,590	5,132	6,200	6,200	5175	Health Insurance	6,700
7,302	7,761	11,735	8,652	8,652	5177	Regional Retirement	9,806
15,243	14,143	13,893	13,000	13,000	5212	Utilities	15,000
2,500	2,500	2,500	2,500	2,500	5219	Treas/Coll Reimbursement	5,800
0	0	0	0	0		Accting Reimbursement	1,300
0	17,111	27,874	20,000	31,302	5231	Water/Sewer Reimbursement	30,000
303	0	0	0	0	5343	Postage	0
112	10	185	500	500	5421	Office Supplies	500
7,190	0	79	1,000	100	5422	Printing	100
5,551	6,355	11,784	10,000	11,000	5430	Holden Pool Maintenance	25,000
483	8,294	8,423	10,000	10,000	5510	Snack Bar Expense	10,000
1,851	475	522	600	500	5511	Committee Expense	500
936	0	0	0	0	5512	Friday Night Movies	0
9,708	526	654	800	800	5581	Uniforms	800
0	12,294	7,553	16,000	13,000	5582	Program Supplies	15,000
91,260	25,844	85,016	32,000	32,000	5830	Capital Outlay	105,000
						N Online Services	12,500
0	0	0	4,000	4,000	5741	Property/Liability Ins	4,450
<b>147,531</b>	<b>100,903</b>	<b>175,350</b>	<b>126,272</b>	<b>134,574</b>		<b>*Total Expenses*</b>	<b>243,506</b>
<b>304,074</b>	<b>259,709</b>	<b>375,461</b>	<b>322,589</b>	<b>344,642</b>		<b>*Total Budget*</b>	<b>471,076</b>



***AFTER SCHOOL REVOLVING FUND***

**BEFORE AND AFTER SCHOOL REVOLVING FUND**

The Recreation Department offers a Before and After School Program at each of our three elementary schools, Dawson, Mayo and Davis Hill. During the summer an All Day Summer program provides day care and recreational activities at Dawson Recreation Area for school aged children. These programs are licensed by the Massachusetts Department of Early Education and Care. The program is completely self supporting through a fee-based system. There was a decline in participation in FY 2010 for the All Day Summer Program but, based on increases in FY 2011, FY 2012 is expected to see enrollment return to the FY 2009 levels.

Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011		Object Description	Manager 2012
10,010	27,140	32,256	34,166	34,166	5111	Recreation Leader	26,405
13,272	13,805	13,767	14,592	14,592	5112	Clerical	15,032
155,924	132,160	127,550	145,142	133,053	5125	Seasonal Staff	137,042
179,206	173,105	173,573	193,900	181,811		<b>*Total Salary &amp; Wages*</b>	178,479
0.00	0.00	1.00	1.00	1.00		<b># Personnel F/T</b>	1.00
21.00	21.00	26.00	27.00	27.00		<b># Personnel P/T</b>	27.00
8.00	8.00	8.00	8.00	8.00		<b># Personnel Seasonal</b>	8.00

0	0	0 0	510	510	5171	Workers Comp Ins	525
379	161	4,850	5,500	5,500	5173	Medicare	6,310
0	34	38	40	40	5174	Life Insurance	40
4,337	24,559	17,803	20,100	20,100	5175	Health Insurance	21,500
2,673	4,776	4,790	9,089	9,089	5177	Regional Retirement	10,215
16,000	9,085	5,300	13,000	13,000	5212	Utilities	13,000
7,500	7,500	7,500	7,500	7,500	5219	Treas/Coll Reimbursement	7,500
						Accting Reimbursement	1,600
0	6,990	15,523	14,000	14,000	5231	Water/Sewer Reimbursement	14,000
126	0	132	150	150	5343	Postage	200
0	588	540	700	700	5410	Petro	1,100
3,740	3,784	3,570	4,000	4,000	5421	Office Supplies	4,000
2,668	2,073	2,199	3,000	3,000	5422	Printing	3,000
6,761	7,442	8,382	7,500	7,500	5430	Holden Pool Maint	8,000
12,951	17,493	11,470	13,000	13,000	5510	Program Supplies	13,000
228	400	573	500	500	5581	Summer Uniforms	500
753	31	282	350	350	5711	Mileage Reimbursement	350
200	210	210	200	200	5731	Dues	200
1,126	400	255	400	400	5733	Expense of Meetings	400
750	375	0	375	860	5783	After School Licenses	430
0	0	0 0	2,000	2,000	5741	Property/Liability Ins	2,225
					N	Online Services	12,500
60,192	85,901	83,417	101,914	102,399		<b>*Total Expenses*</b>	120,595
239,398	259,006	256,990	295,814	284,210		<b>*Total Budget*</b>	299,074

FINANCING PLAN							
711	126	142	250	150	4280	53D Monthly Interest	150
244,766	251,488	263,803	296,030	278,916	4320	Program Fees & Passes	297,143
3,843	9,922	2,530	9,485	9,485		Previous Balance	4,341
249,320	261,536	266,475	305,765	288,551		Total Revenue	301,634
0	0	0	0	0		Transfer out	0
239,398	259,006	256,990	295,814	284,210		Less Expenditures	299,074
9,922	2,530	9,485	9,951	4,341		Balance	2,560

***NOTES***

***CABLE REVOLVING FUND***

## HOLDEN COMMUNITY TELEVISION

**ADMINISTRATION** – The administration function includes contracts, purchasing and ordering, billing, services, etc. This involves considerable time in order to keep HCTV running at top efficiency in the best interest of the Town of Holden. Daily research used to buy new equipment including investigating new technologies, visiting other locations with similar products, and communication with vendors is very time consuming. This also includes the maintenance and repairing of equipment. We increased our 'office supplies' budget by \$2,000 to purchase a new copier, a computer, and additional accessories for other computers to complete editing systems. We have recently upgraded some of our older portable equipment, but still need to add accessories, such as tripods, lenses, and digital video hard drives, to complete these packages. In addition, older equipment that was not upgraded, including the playback system, bulletin boards, and streaming equipment, required us to increase our 'equipment purchase' budget by \$40,000. Due to a lack of volunteers and an increase in the amount of programming, events, and meetings to be recorded, the Cable Advisory Committee recently voted to add an additional Public Access Assistant at a maximum of 19 hours/week. This person will not only assist the Director and other production assistant with the day to day operation of HCTV, but will also be responsible for producing additional local quality programming.

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

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

<b>DEPARTMENT</b> Cable Revolving Fund	<b>FUNCTION</b> Holden Community Television	<b>FUNCTION CODE</b>
<b>DEPARTMENT HEAD</b> Nancy T. Galkowski	<b>PREPARED BY</b> Johnny Suire	

<b>NOTES</b>
MAXIMUM APPROPRIATION FOR FY 2012 IS \$290,985

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
67,542	71,916	75,532	79,974	79,814	Salary & Wages	94,798
114,967	120,906	103,251	121,575	121,575	Operating Expense	165,256
<b>182,509</b>	<b>192,822</b>	<b>178,783</b>	<b>201,549</b>	<b>201,389</b>	<b>Total Budget</b>	<b>260,054</b>

FINANCING PLAN						
198,202	215,562	261,190	165,000	165,000	Charter Access Grant	165,000
218,224	233,916	256,656	339,063	339,063	Previous Balance	302,674
<b>416,426</b>	<b>449,478</b>	<b>517,846</b>	<b>504,063</b>	<b>504,063</b>	<b>Total Revenue</b>	<b>467,674</b>
182,509	192,822	178,783	201,549	201,389	Less Expenditures	260,054
<b>233,917</b>	<b>256,656</b>	<b>339,063</b>	<b>302,514</b>	<b>302,674</b>	<b>Ending Balance</b>	<b>207,620</b>

## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011		Object Description	Manager FY 2012
53,974	57,536	60,431	63,947	63,947	5110	Public Access Coord.	64,587
13,568	14,380	15,101	16,027	15,867	5119	Public Access Ass't PT	15,697
0	0	0	0	0	5119	Public Access Ass't PT	14,514
<b>67,542</b>	<b>71,916</b>	<b>75,532</b>	<b>79,974</b>	<b>79,814</b>		<b>*Total Salary &amp; Wages*</b>	<b>94,798</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel F/T</b>	<b>1.00</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel P/T</b>	<b>2.00</b>
0	0	0	255	255	5171	Workers Comp Ins.	263
1,012	1,038	1,082	1,100	1,100	5173	Medicare	1,186
5,607	6,194	7,025	7,516	7,516	5177	Regional Retirement	8,785
14,524	15,181	14,579	17,000	17,000	5212	Utilities	17,000
2,406	201	1,765	2,500	2,500	5242	Equipment Maint	2,500
24,401	25,255	26,139	27,054	27,054	5270	Studio Rental	27,260
561	55	23	250	250	5343	Postage	250
4,759	3,048	8,279	3,000	3,000	5421	Office Supplies	5,000
91	0	33	400	400	5422	Printing	400
42	145	52	200	200	5711	Mileage Reimbursement	200
760	710	865	1,000	1,000	5731	Association Dues	1,000
134	24	8	300	300	5733	Expense of Meetings	300
0	0	0	1,000	1,000	5741	Property/Liability Ins.	1,112
60,670	69,055	43,401	60,000	60,000	5830	Equipment Purchase	100,000
<b>114,967</b>	<b>120,906</b>	<b>103,251</b>	<b>121,575</b>	<b>121,575</b>		<b>*Total Expense*</b>	<b>165,256</b>
<b>182,509</b>	<b>192,822</b>	<b>178,783</b>	<b>201,549</b>	<b>201,389</b>		<b>*Total Budget*</b>	<b>260,054</b>



***SOLID WASTE ENTERPRISE FUND***

## RESIDENTIAL TRASH AND RECYCLING PROGRAM

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

The program has a maximum service population of approximately 5,700 residential units out of the 6,575 residential units throughout the town. Currently, 5,425 residences have subscribed for this service. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collected curbside bi-weekly. The program provides each residence with a blue trash cart (either 65 or 35 gallons) and a green recycling cart (either 95 or 35 gallons). All the carts are equipped with wheels and securely fitting lids. The fee for this service is \$17.00 for Plan A (65gal. trash/95 gal. recycling) or \$11.75 for Plan B (35gal. trash/35 gal. recycling). There are 5,010 residences subscribing to Plan A, and there are 425 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase blue 35 gallon overflow trash bags for \$1.25 per bag. Large burnable bulk items are collected bi-weekly by appointment for \$25.00 per item. Recyclable items are placed in the green recycling cart and need not be sorted.

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. Fiscal 2012 is the fifth year the town has had Casella perform this service. The current contract has two additional five year terms subject to cost negotiation prior to the start of the next five year term. Casella processes the recyclable materials at the FCR Facility in Auburn, MA. This facility is a first of its kind recyclable materials sorting facility. For FY 2012, the cost of this service is \$50,650 per month, \$607,800 for the year. Last year, Holden residents recycled over 2000 tons of materials at FCR Auburn.

Residential waste is taken to the Wheelabrator incineration facility in Milbury, MA. The Town of Holden with the City of Worcester and several other central Massachusetts communities worked together with Waste Management in 1983 to build a municipal solid waste facility to incinerate trash and generate electricity. Prior to that agreement ending in 2007, 47 central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. The result was a ten year agreement with one renewal term of ten years for the disposal of municipal solid waste. Currently, the Town pays \$70.80 per ton for the disposal of residential trash. For the past several years, the Town has delivered between 4100 and 4300 tons of trash to Wheelabrator at an annual cost of \$310,000 per year.

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

#### Budget Highlights

1. The current budget will not require a rate increase for FY 2012.
2. Due to the increase in home sales and the addition of new homes a modest increase in the number of residences subscribing to the service is projected. Based upon building permit activity and real estates sales approximately 50 additional homes will be served.
3. The contract with Casella Waste Services for collection services and recycling needs to be negotiated before the end of FY 2012 or sooner.
4. The cost of disposal at Wheelabrator is expected to increase to \$71.65 per ton in July of 2011. Due to the success of recycling, the amount of trash deposited at Wheelabrator by the Town is relatively flat at about 4200 tons annually, an average of 1550 pounds per household. The average amount of recycling per household is over 900 pounds per residence.
5. The Town was awarded a grant by DEP to establish a municipal recycling facility. The grant will pay for the cost of two recycling containers and promotional materials to encourage residents to recycle. This effort will begin in the spring of 2011 and continue through FY2012.

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

**NOTES**

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
43,640	32,970	35,896	51,396	50,111	Salary & Wages	55,161
883,286	905,009	923,772	1,037,327	1,013,483	Operating Expense	1,109,746
<b>926,926</b>	<b>937,979</b>	<b>959,668</b>	<b>1,088,723</b>	<b>1,063,594</b>	<b>Total Budget</b>	<b>1,164,907</b>

FINANCING PLAN						
915,163	917,238	1,001,958	1,069,500	1,057,440	4210	User Fees 1,062,825
0	0	0	0	0		Rate Increase 0
19,455	20,360	13,919	16,500	17,250	4220	Misc/Trash Bags 17,000
0	0	5,325	1,500	1,250	4240	Large Item Sticker Fee 1,000
1,073	189	238	350	375	4280	Interest 250
65	612	635	1,000	1,000	4320	Liens 1,000
0	0	230	0	0	4323	Earth Day 0
0	0	20,676	738	738		Free Cash 83,313
11,846	318	0	0	0		Prior Year Encumbrances 0
<b>947,602</b>	<b>938,717</b>	<b>1,042,981</b>	<b>1,089,588</b>	<b>1,078,053</b>	<b>TOTAL REVENUE</b>	<b>1,165,388</b>
<b>926,926</b>	<b>937,979</b>	<b>959,668</b>	<b>1,088,723</b>	<b>1,063,594</b>	<b>TOTAL EXPEND.</b>	<b>1,164,907</b>
<b>20,676</b>	<b>738</b>	<b>83,313</b>	<b>865</b>	<b>14,459</b>	<b>BALANCE</b>	<b>481</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
7,670	6,627	6,826	8,099	8,099	5110 Dir of Growth Mgmt	12,269
7,018	6,187	7,909	16,060	15,000	5112 Clerical	16,542
10,443	1,426	4,792	5,587	5,587	5114 Health Agent	0
18,509	13,855	15,268	18,500	18,500	5119 Compost Operation	22,500
0	350	326	350	125	5122 Clerical Meetings	350
0	4,525	775	2,800	2,800	5132 Toter Service/Delivery	3,500
<b>43,640</b>	<b>32,970</b>	<b>35,896</b>	<b>51,396</b>	<b>50,111</b>	<b>*Total Salary &amp; Wages*</b>	<b>55,161</b>
<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b># Personnel F/T</b>	<b>3.00</b>
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b># Personnel P/T</b>	<b>2.00</b>
443	416	328	350	350	5173 Medicare	330
10	8	9	10	25	5174 Life Insurance	15
2,561	6,244	8,475	10,200	10,200	5175 Health Insurance	3,800
2,673	2,687	3,034	2,797	3,000	5177 Retirement	3,473
229,051	296,266	292,857	325,000	321,500	5250 Disposal Fees	342,550
0	0	0	0	0	N Toter Storage	18,000
25,502	88	0	15,000	18,500	5251 Toters/Overflow Bags	10,500
324,777	331,560	331,560	375,100	365,500	5252 Solid Waste Collection	405,216
248,071	245,330	264,663	264,500	255,600	5253 Recycling Collection	238,580
15,000	0	0	0	0	5254 Haz/Mat Fees	0
6,861	2,136	3,300	0	0	5298 Earth Day	0
0	0	0	15,000	12,560	Recycling Program	9,000
280	0	66	450	420	5301 Advertising	250
4,250	3,342	2,925	1,500	0	5303 Consulting Services	1,200
2,006	650	0	4,500	4,650	5343 Postage	4,750
581	322	447	800	725	5421 Office Supplies	500
4,823	160	0	850	350	5509 Train/Educ/Programs	250
194	0	0	150	80	5510 Technical Ref Books	100
15,833	15,575	15,655	18,500	18,500	5580 Billing Expense	18,500
					Indirect Collections	7,000
					Indirect Accounting	2,000
0	0	0	500	278	5582 Non Capital Equipment	500
0	0	328	200	125	5710 Car Allowance	200
330	225	125	170	145	5731 Association Dues	175
40	0	0	250	125	5733 Expense of Meetings	200
0	0	0	1,500	850	5741 Insurance/Bad Debt	1,000
					Rate Stabilization	41,657
<b>883,286</b>	<b>905,009</b>	<b>923,772</b>	<b>1,037,327</b>	<b>1,013,483</b>	<b>*Total Expenses*</b>	<b>1,109,746</b>
<b>926,926</b>	<b>937,979</b>	<b>959,668</b>	<b>1,088,723</b>	<b>1,063,594</b>	<b>*Total Budget*</b>	<b>1,164,907</b>

***INSPECTION REVOLVING FUND***

## INSPECTIONS

The Inspections Division is charged with the enforcement of the State Building codes for all structures built or renovated in the Town of Holden. Currently there are 8296 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on 6875 of these parcels. The structures range in complexity from basic storage structures all the way through to the Wachusett Regional High School which, at 400,000 square feet, is the largest building in the town. There are 6566 residential structures spread across the Town's 117 miles of public roads. The Inspections Division receives about 1500 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 3500 inspections annually for this work. In addition to the inspections, all the plans, applications, dates of inspection, and other records for the work performed are required to be kept for the life of the building as stipulated the Commonwealth of Massachusetts Secretary of State.

Massachusetts is in the final stages of adopting the International Building Codes (IBC) as promulgated by the International Code Council (ICC) with Massachusetts amendments as the State Building Code. Currently the State is using the 2009 IBC as the base code, and will follow the ICC code review cycle which is every three years. The adoption of these codes and the requirements for continuing education for all inspectional staff requires the department to make a substantial commitment to educational materials, code books, and training.

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

Given the residential character of the Town, a significant amount of time is spent by department staff and inspectors working with residents

The department has a full time Building Commissioner who also serves as the Zoning Enforcement Officer, one part-time building inspector, one part-time wiring inspector, and one part-time plumbing and gas inspector, and administrative staff shared with Growth Management. The Inspections Division permits about \$25,000,000 in work annually and raises approximately \$225,000 in fees which cover the entire operation of the department.

### Budget Highlights

1. The budget as presented does not call for any fee increases.
2. The fees collected for the permitting and inspection of the building construction cover the cost of the Inspections Division.
3. All part-time inspectors are compensated at the rate of \$35.00 per inspection.

<b>DEPARTMENT</b>	<b>FUNCTION</b>	<b>FUNCTION CODE</b>
Inspection Revolving Fund	Inspection Services	27 Fund
<b>DEPARTMENT HEAD</b>	<b>PREPARED BY</b>	
Dennis J. Lipka	Dennis J. Lipka	

**NOTES**

MAXIMUM APPROPRIATION FOR FY 2012 IS \$290,985

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
165,469	176,372	165,008	144,213	145,363	Salary & Wages	142,087
35,848	35,995	38,885	62,824	53,864	Operating Expense	72,184
<b>201,317</b>	<b>212,367</b>	<b>203,893</b>	<b>207,037</b>	<b>199,227</b>	<b>Total Budget</b>	<b>214,271</b>

**FINANCING PLAN**

35,275	38,150	27,865	47,500	38,500	4420	Wire Fees	42,500
51,405	37,255	42,235	48,000	39,500	4421	Plumbing/Gas Fees	39,500
89,275	74,730	89,793	145,000	135,500	4422	Building Fees	138,500
0	2,850	19	2,000	0	4840	Miscellaneous	1,500
<b>269,593</b>	<b>244,273</b>	<b>184,891</b>	<b>140,910</b>	<b>140,910</b>		<b>Previous Balance</b>	<b>155,183</b>
<b>445,548</b>	<b>397,258</b>	<b>344,803</b>	<b>383,410</b>	<b>354,410</b>		<b>TOTAL REVENUE</b>	<b>377,183</b>
<b>201,317</b>	<b>212,367</b>	<b>203,893</b>	<b>207,037</b>	<b>199,227</b>		<b>TOTAL EXPEND.</b>	<b>214,271</b>
<b>244,231</b>	<b>184,891</b>	<b>140,910</b>	<b>176,373</b>	<b>155,183</b>		<b>BALANCE</b>	<b>162,912</b>



Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
46,021	51,208	47,172	48,591	48,591	5110 Dir. Growth Mgmt/ Bldg. Comm.	44,987
41,108	49,561	47,066	46,822	46,822	5112 Clerical	42,300
25,620	23,620	22,400	16,000	16,500	5113 Wire Inspector	18,000
30,855	19,365	19,285	16,000	17,500	5115 Gas/Plumbing Inspector	18,000
21,865	31,830	28,320	16,000	15,500	5119 Building Inspector	18,000
0	788	765	800	450	5132 OT	800
<b>165,469</b>	<b>176,372</b>	<b>165,008</b>	<b>144,213</b>	<b>145,363</b>	<b>*Total Salary &amp; Wages*</b>	<b>142,087</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b># Personnel F/T</b>	<b>3.00</b>
<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b># Personnel P/T</b>	<b>5.00</b>
2,307	2,081	2,313	2,500	2,450	5173 Medicare	2,284
53	53	68	75	70	5174 Life Insurance	70
9,028	9,963	19,773	24,000	23,500	5175 Health Insurance	20,000
7,367	7,836	8,542	11,624	11,624	5177 Retirement	13,280
0	0	0	200	100	5301 Advertising	200
2,692	2,450	1,865	4,500	1,500	5303 Consulting Services	3,000
0	0	0	2,500	0	5307 Peer Review	2,500
3,101	2,540	0	2,450	2,400	5311 Software Purchase	2,850
0	0	80	925	900	5340 Cell Phones	450
306	1,994	0	1,000	850	5343 Postage	1,000
1,027	2,603	877	1,800	1,560	5421 Office Supplies	1,500
1,700	1,595	1,150	1,600	1,475	5509 Train/Educ/Programs	1,100
474	298	0	600	600	5510 Technical Ref Books	850
3,001	0	0	750	550	5582 Non Capital Equipment	750
3,227	3,900	3,592	4,800	4,200	5710 Car Allowance	4,800
425	340	485	800	650	5731 Association Dues	650
0	0	0	250	185	5732 Publications	0
235	342	140	1,200	150	5733 Expense of Meetings	400
0	0	0	1,250	1,100	5794 Hardware Purchase	1,500
905	0	0	0	0	5891 Indirect Info Tech	15,000
<b>35,848</b>	<b>35,995</b>	<b>38,885</b>	<b>62,824</b>	<b>53,864</b>	<b>*Total Expenses*</b>	<b>72,184</b>
<b>201,317</b>	<b>212,367</b>	<b>203,893</b>	<b>207,037</b>	<b>199,227</b>	<b>*Total Budget*</b>	<b>214,271</b>



*NOTES*

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Manager FY 2012
HUMAN SERVICES						
Veterans Benefits	32,852	69,030	38,065	41,200	45,730	57,700
Senior Citizens	168,045	213,042	213,686	226,113	224,903	239,075
<b>TOTAL</b>	<b>200,897</b>	<b>282,072</b>	<b>251,751</b>	<b>267,313</b>	<b>270,633</b>	<b>296,775</b>

**VETERANS**

The local Veterans Agent assists qualifying Veterans and their dependents who are in economic need by facilitating the delivery of financial relief under MGL, Chapter 115. This assistance may include meeting with the client in person or via telephone, assisting in obtaining and filling out required forms, assisting in obtaining medical services, counseling, and referral. The Commonwealth of MA reimburses the Town for 75% of all direct financial assistance to Veterans. The Town budgets the remaining 25% of assistance which is included in this cost center.

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.

Recently the City of Worcester has requested that the Town set up a more formal Agreement with the City for any hours worked by the Veterans Agent which are devoted to Holden Veterans. Additionally this budget seeks to provide other programs to the Veterans throughout the year.

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

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
3,100	3,100	6,200 0	6,200 0	6,200	Salary & Wages	6,200
293	35	0 0	0 0	0	Operating Expense	6,500
29,459	65,895	31,865 0	35,000 0	39,530 0	Aid & Assistance	45,000
<b>32,852</b>	<b>69,030</b>	<b>38,065</b>	<b>41,200</b>	<b>45,730</b>	<b>Total Budget</b>	<b>57,700</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
3,100	3,100	6,200	6,200	6,200	5120 Veterans Agent	6,200
0	0	0	0	0	5122 Clerical	0
<b>3,100</b>	<b>3,100</b>	<b>6,200</b>	<b>6,200</b>	<b>6,200</b>	<b>*Total Salary &amp; Wages*</b>	<b>6,200</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b># Personnel F/T</b>	<b>0.00</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b># Personnel P/T</b>	<b>1.00</b>

68	0	0	0	0	5343 Postage	0
0	35	0	0	0	5421 Office Supplies	0
225	0	0	0	0	5710 Car Allowance	0
29,459	65,895	31,865	35,000	39,530	5770 Aid & Assistance	45,000
					Reimbursement to City of Worcester	6,000
					Veterans' Programs	500
<b>29,752</b>	<b>65,930</b>	<b>31,865</b>	<b>35,000</b>	<b>39,530</b>	<b>*Total Expense*</b>	<b>51,500</b>
<b>32,852</b>	<b>69,030</b>	<b>38,065</b>	<b>41,200</b>	<b>45,730</b>	<b>*Total Budget*</b>	<b>57,700</b>

## SENIOR CITIZENS

The Senior Center budget provides for the programs and activities for our Senior Citizens at the Senior Center and within the community.

The Center works closely with the Council on Aging to provide services and activities which directly and indirectly benefit our senior citizens. The staff of 12 individuals works in such areas as advocacy, providing meals, developing events to keep the senior citizen both physically and mentally challenged, and provides a social network opportunity. The Center provides programs such as free legal clinic, tax preparation clinic, insurance counseling, exercise and fitness, cultural and educational programming and intergenerational programs and events.

The staff also supervises many volunteers. Last year over 10,513 volunteer hours were donated at the Senior Center representing close to \$162,000 in cost savings to the town.

This budget provides for public outreach to our senior citizens and those who care for them by answering inquiries, providing information on the website and publishing a monthly newsletter which is mailed to all residents 60 years of age and older as well as those under 60 years of age with disabilities.

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 strengthen our outreach services by leveraging the annual EOEA grant.

The Center provides van transportation services to many seniors who are unable to drive due to economic or health reasons. Currently, the HCOA is running two vans: one that is owned by the WRTA and one owned by the Town of Holden. The second town-owned van has enabled the HCOA to meet much of the unmet need in our transportation service. 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.

Service	FY 2008	FY 2009	FY 2010	FY 2011 (EST)
Passenger Trips/ Year	5,667	6,230	6,383	6,500

Maintaining proper nutrition is essential to the elderly. Included are the expenses of providing daily Home Delivered Meals to homebound seniors (Meals on Wheels), and the senior luncheon at the Senior Center, Monday – Friday.

Service	FY 2008	FY 2009	FY 2010	FY 2011 (EST)
Home Delivered Meals	14,964	14,860	12,686	12,900
Congregate Meals	5,094	7,150	7,030	7,125



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

<b>NOTES</b>
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<b>Actual</b> <b>FY 2008</b>	<b>Actual</b> <b>FY 2009</b>	<b>Actual</b> <b>FY 2010</b>	<b>Budget</b> <b>FY 2011</b>	<b>Estimate</b> <b>FY 2011</b>	<b>APPROPRIATION</b> <b>SUMMARY</b>	<b>Manager</b> <b>FY 2012</b>
148,481	176,865	179,953	200,053	200,053	Salary & Wages	208,975
19,564	36,177	33,733	26,060	24,850	Operating Expense	30,100
<b>168,045</b>	<b>213,042</b>	<b>213,686</b>	<b>226,113</b>	<b>224,903</b>	<b>Total Budget</b>	<b>239,075</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
34,518	26,939	28,473	29,924	29,924	5112 Clerical	32,112
47,479	50,613	53,164	56,396	56,396	5113 Coordinator of Senior Services	58,524
15,242	24,185	25,802	26,475	26,475	5114 Outreach Workers	28,666
0	10,651	12,796	13,557	13,557	5116 Program Coordinator	14,220
665	812	386	5,500	5,500	5118 Custodian	5,500
50,577	63,665	59,332	68,201	68,201	5119 Transportation	69,953
<b>148,481</b>	<b>176,865</b>	<b>179,953</b>	<b>200,053</b>	<b>200,053</b>	<b>*Total Salary &amp; Wages*</b>	<b>208,975</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b># Personnel F/T</b>	<b>3.00</b>
<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b># Personnel P/T</b>	<b>10.00</b>
1,308	1,550	1,522	1,500	1,750	5242 Maint of Equipment	1,750
246	499	409	500	450	5343 Postage	450
6,557	5,602	5,707	9,060	7,500	5410 Petro Products	12,250
837	1,071	1,028	1,050	1,182	5421 Office Supplies	1,200
919	615	752	2,050	1,950	5480 Bus Maintenance	1,950
5,859	6,011	6,179	6,100	6,250	5490 Nutrition Program	6,500
39	800	708	800	950	5711 Outreach Mileage	1,000
3,799	5,029	4,799	5,000	4,818	5792 Programs	5,000
0	15,000	0	0	0	Vehicle	0
0	0	12,629	0	0	5850 Roof Repair	0
<b>19,564</b>	<b>36,177</b>	<b>33,733</b>	<b>26,060</b>	<b>24,850</b>	<b>*Total Expenses*</b>	<b>30,100</b>
<b>168,045</b>	<b>213,042</b>	<b>213,686</b>	<b>226,113</b>	<b>224,903</b>	<b>*Total Budget*</b>	<b>239,075</b>

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	ASSESSMENT EDUCATION	Manager FY 2012
16,255,617	16,331,022	16,314,917	16,295,270	16,270,028	Wachusett Regional School District	16,447,026
0	0	39,956	0	0	Reserve Fund Transfer	0
2,281,960	2,396,310	1,492,415	1,811,423	1,811,423	Voluntary Contribution	1,850,224
540,012	378,911	914,069	982,592	982,592	WRSD Transportation	1,281,451
909,503	864,510	986,528	1,045,490	1,045,490	New High School Debt (Const)	1,187,401
0	17,839	7,210	44,644	44,644	Debt (Oil Remediation)	43,893
<b>19,987,092</b>	<b>19,988,592</b>	<b>19,755,095</b>	<b>20,179,419</b>	<b>20,154,177</b>	<b>Total WRSD</b>	<b>20,809,995</b>
Vocational Education Tuition						
559,643	526,243	642,349	478,745	478,745	Montachusett Vocational	493,107
<b>559,643</b>	<b>526,243</b>	<b>642,349</b>	<b>478,745</b>	<b>478,745</b>	<b>Total Vocational Tuition</b>	<b>493,107</b>
<b>20,546,735</b>	<b>20,514,835</b>	<b>20,397,444</b>	<b>20,658,164</b>	<b>20,632,922</b>	<b>*Total Expenses*</b>	<b>21,303,102</b>
<b>20,546,735</b>	<b>20,514,835</b>	<b>20,397,444</b>	<b>20,658,164</b>	<b>20,632,922</b>	<b>*Total Budget*</b>	<b>21,303,102</b>

	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Manager FY 2012
<b>CULTURE</b>						
Gale Free Library	690,519	713,258	718,308	742,115	753,916	716,452
Historical Commission	3,398	4,996	4,438	6,665	6,665	6,665
<b>TOTAL</b>	<b>693,917</b>	<b>718,254</b>	<b>722,746</b>	<b>748,780</b>	<b>760,581</b>	<b>723,117</b>

## GALE FREE LIBRARY

The Holden Gale Free Library provides library services to all residents of Holden and, in fact, to the surrounding communities. Just as Holden residents borrow materials from other libraries, we lend our materials to other libraries as well. The Library is open 52 hours per week to service the community needs. Library Director and staff work to ensure that the library's overall program meets diverse community needs. User satisfaction, cost-effective management, friendly well-trained staff, and equitable public service policies and procedures are primary concerns. The Director recommends policies and budget to Trustees, oversees library operations (including collection development, programming and all publicity), participates in long-range planning, provides direct public service, represents Holden in the state, serves as department head to the town manager, and represents the library to the community.

### INFORMATION AND REFERENCE SERVICES

With staff assistance, patrons gather information and do independent research on site and by telephone, using print resources, on-line databases, the Internet and various Massachusetts networks. Borrowing from other libraries and loaning our materials has increased dramatically. Patrons can directly place holds on items while at the library or at home. Researching local history has become very popular and it always requires assistance. The library is now wireless and that increases the demand for study space and librarian's assistance.

	FY 09	FY 10	FY 11 est.	FY 12 est.
Reference Questions	8,500	8,550	7,700	7,800

### 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, bulletin boards and summer reading clubs and programs. A major focus of our service is on very young children and their parents. We encourage and support the introduction of reading to the very young as the library wants life long users of the library.

	FY 09	FY 10	FY 11 est.	FY 12 est.
Circulation of items	114,000	115,000	115,000	115,000
Reference Questions	6,000	6,000	5,600	5,700
Program Attendance	3,600	3,800	3,900	3,900

**GALE FREE LIBRARY****SUPPORT FOR FORMAL EDUCATION**

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

	FY 09	FY 10	FY 11 est.	FY 12 est.
Circulation of items	92,000	93,000	93,000	93,000
Reference Questions	10,500	11,000	11,000	11,200
Class Visits	35	35	31	33

**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, dvds, cds, MP3 players, magazines, popular nonfiction, and access to and training about special Internet resources. Adult book discussion groups meet twice a month to discuss popular best sellers. Fiction reading is our fastest growing part of the adult collection.

	FY 09	FY 10	FY 11 est.	FY 12 est.
Circulation of Items	170,000	172,000	175,000	175,000
Programs	140	145	140	140

<b>DEPARTMENT</b> Gale Free Library	<b>FUNCTION</b> Library Services	<b>FUNCTION CODE</b> 01-610
<b>DEPARTMENT HEAD</b> Jane Dutton	<b>PREPARED BY</b> Jane Dutton	
<b>NOTES</b>		

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
483,561	513,565	528,249	538,805	553,606	Salary & Wages	521,300
197,245	186,843	183,203	199,810	200,310	Operating Expense	195,152
9,713	12,850	6,856	3,500	0	Capital Outlay	0
<b>690,519</b>	<b>713,258</b>	<b>718,308</b>	<b>742,115</b>	<b>753,916</b>	<b>Total Budget</b>	<b>716,452</b>

## TOWN OF HOLDEN

## FY 2012 BUDGET

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
73,599	75,439	76,185	77,708	92,509	5110 Library Director	67,334
110,197	116,841	123,314	121,642	121,642	5111 Librarians Salaried	111,393
299,765	321,285	328,750	339,455	339,455	5112 Assistant Librarians	342,573
<b>483,561</b>	<b>513,565</b>	<b>528,249</b>	<b>538,805</b>	<b>553,606</b>	<b>*Total Salary &amp; Wages*</b>	<b>521,300</b>
<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b># Personnel F/T</b>	<b>7.00</b>
<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b># Personnel P/T</b>	<b>11.00</b>
29,548	30,000	24,071	30,000	30,000	5212 Utilities	30,000
13,915	18,000	6,149	18,000	18,000	5214 Fuel	10,000
781	876	1,025	900	900	5231 Water/Sewer	2,500
2,135	2,512	2,435	2,500	2,500	5242 Equipment Maintenance	2,500
30,573	29,971	29,424	26,480	26,480	5243 CW MARS	27,222
6,891	7,237	8,210	7,000	7,000	5247 Capital Equip. Maint	8,000
2,073	2,162	0	2,230	2,230	5249 Alarm/Monitor	2,230
1,556	1,260	1,521	1,600	1,600	5343 Postage	1,600
1,211	1,568	1,583	1,600	1,600	5421 Office Supplies	1,600
3,361	3,616	3,712	3,700	3,700	5423 Material Processing	3,700
12,967	13,161	14,373	14,000	14,500	5430 Building Maintenance	14,000
310	290	210	300	300	5731 Association Dues	300
85,001	70,024	84,756	85,000	85,000	5732 Books	85,000
997	873	436	1,200	1,200	5733 Expense of Meetings	1,200
5,926	5,293	5,298	5,300	5,300	5794 Technology Equipment	5,300
9,713	12,850	6,856	3,500	0	5825 C Capital Outlay	0
<b>206,958</b>	<b>199,693</b>	<b>190,059</b>	<b>203,310</b>	<b>200,310</b>	<b>*Total Expenses*</b>	<b>195,152</b>
<b>690,519</b>	<b>713,258</b>	<b>718,308</b>	<b>742,115</b>	<b>753,916</b>	<b>*Total Budget*</b>	<b>716,452</b>



## HISTORICAL COMMISSION

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

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

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

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

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

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

<b>DEPARTMENT</b> Historical Commission	<b>FUNCTION</b> Historical Commission	<b>FUNCTION CODE</b> 01-691
<b>DEPARTMENT HEAD</b> Charles Skillings	<b>PREPARED BY</b>	

## NOTES

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	APPROPRIATION SUMMARY	Manager FY 2012
3,398	4,996	4,438	6,665	6,665	Operating Expense	6,665
3,398	4,996	4,438	6,665	6,665	Total Budget	6,665

Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget FY 2011	Estimate FY 2011	Object Description	Manager FY 2012
203	222	287	400	400	5212 Utilities	400
2,268	3,755	2,505	3,000	3,000	5214 Fuel	3,000
0	0	0	100	100	5231 Water/Sewer	100
900	967	1,646	2,500	2,500	5249 Alarm Monitor	2,500
0	0	0	100	100	5343 Postage	100
0	0	0	100	100	5421 Office Supplies	100
0	0	0	100	100	5422 Maps & Photos	100
0	25	0	60	60	5430 Misc. Repairs	60
0	0	0	50	50	5582 Supplies	50
0	0	0	125	125	5731 Association Dues	125
27	27	0	30	30	5732 Subscriptions	30
0	0	0	100	100	5733 Expense of Meetings	100
3,398	4,996	4,438	6,665	6,665	*Total Expense*	6,665
3,398	4,996	4,438	6,665	6,665	*Total Budget*	6,665

### Capital Budget and Five-Year Capital Plan

The Holden Capital Plan for FY 2012-2016 is the first year of the new capital planning process. The Capital Planning Committee was created in March of 2010. Its purpose is to make recommendations to the Town Manager on the priority and planning of the maintenance and improvement of the Town's Capital assets and infrastructure.

The Committee is charged to:

- 1) review, plan and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- 2) insure that, given limited resources, the capital needs of the community are met.
- 3) present a sound financial plan so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- 4) insure wider community participation in the planning of projects and to reduce the pressure to fund a project which may not present as great a need as another project.
- 5) promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among town departments but also among other local and state agencies and private enterprises such as the gas and telephone companies.
- 6) take into consideration in its deliberations the goals established under the 2008 Master Plan; develop evaluation criteria to accomplish goals.

The Committee structure includes a representative of the Finance Committee, the Master Plan Implementation Committee, the Assistant Town Manager and four citizens.

The Committee met in the fall of 2010 to begin developing the FY 2012 Capital Budget and FY 2012-2016 Capital Plan recommendations. The following are definitions for inclusion of items in the Capital plan:

**CAPITAL ASSET:** An item that is available to, controlled by, or acquired by the Town, has a useful life of at least two (2) years, and has a purchase cost of at least \$5,000. Examples include equipment, land, buildings, and vehicles. All capital assets are included in the Capital Planning Program.

**OPERATIONAL ASSET:** An item that is available to, controlled by, or acquired by the Town, has a useful life of at least two (2) years, and has a purchase cost of more than \$100 and less than \$5,000. These assets are not included in the Capital Planning Program, except when the request is for a multiple number of the same items and the total cost exceeds \$25,000.

**CAPITAL OUTLAY:** An expenditure to (a) acquire a capital asset through a purchase, lease or rental agreement; and (b) improve, restore, or renovate a capital asset in a manner that extends its useful life. A capital outlay also includes engineering and other studies. However, it excludes expenditures for ordinary and routine maintenance that are necessary to preserve the asset and keep it functioning, and which do not materially increase its value or extend its useful life.

**ACQUISITION COST:** The sum of all expenditures necessary to obtain a capital asset and place it in service, including, but not limited to, purchase price or total lease-purchase price, delivery, installation, and site preparation.

Departments assigned a priority to each capital request. The Committee used the following guidelines for reviewing and evaluating requests:

1. Imminent threat to the health and safety of citizens and/or property
2. Required maintenance of an asset or program that must be made to avoid costly replacement at a future date. This would not include ordinary maintenance but rather maintenance that will sustain current service levels through the improvement of a capital asset.
3. Requirement of state or federal law or regulation
4. Improvement of the infrastructure
5. Improvement or productivity
6. Alleviation of an over-taxed or over-burdened situation

The Capital Budget for FY 2012 recommends the expenditure of \$648,597 in cash and bonding \$330,000. An additional \$785,786 is recommended for acquisition which will be funded from other sources such as Chapter 90, the Water/Sewer Enterprise Fund and the Recreation Revolving Fund. The total investment for Capital acquisitions and improvements is \$1,764,383.

The goal of the Capital Plan is to provide 4-5% of our resources for investment into our infrastructure and capital assets. The first Capital Plan presented here expends approximately 3.8% over a five-year period from FY 2012 to FY 2016. Total investment during that period is \$6,807,343. The Capital Plan is a fluid document which will provide us with the opportunity to plan our investments and to react to changes from year to year.

**FY 2012  
CAPITAL BUDGET**

FISCAL YEAR	2012
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Sum of AMOUNT			FUNDING SOURCE			
DEPARTMENT	PROGRAM	EXPENDITURE	BOND	CASH	OTHER	Grand Total
FIRE	EQUIPMENT REPLACEMENT	PPE - Personal Protective Equip. SCBA Repl.	\$150,000	\$25,000		\$25,000 \$150,000
	VEHICLE REPLACEMENT	Brush Truck w/ Plow		\$42,000		\$42,000
LIBRARY	PUBLIC BUILDING MAINTENANCE	Fire Alarm		\$5,215		\$5,215
		Repoint chimney		\$25,470		\$25,470
		Roof Replacement		\$30,000		\$30,000
POLICE	EQUIPMENT REPLACEMENT	Protective Vests		\$19,000		\$19,000
	VEHICLE REPLACEMENT	Cruiser Repl.		\$63,000		\$63,000
PUBLIC WORKS ADMINISTRATION	DEPARTMENTAL PROJECT	Newell Road Culvert		\$35,000		\$35,000
PUBLIC WORKS B & G	PUBLIC BUILDING MAINTENANCE	Floors - Starbard, TH		\$28,300		\$28,300
		Highway Fac. Heat Plant		\$20,000		\$20,000
PUBLIC WORKS HIGHWAY DIVISION	ROADS AND PATHS INFRASTRUCTURE	Collector Roads Ch 90			\$585,786	\$585,786
		Crack Sealing		\$25,000		\$25,000
		Local Roads		\$225,000		\$225,000
	VEHICLE REPLACEMENT	4X4 Dump w/ Plow		\$50,000		\$50,000
		Large Dump/ Wing Plow/ Spreader Plow Replacement	\$180,000	\$12,000		\$180,000 \$12,000
PUBLIC WORKS WATER/SEWER DIVISION	PUBLIC BUILDING MAINTENANCE	Spring Street Roof			\$25,000	\$25,000
	VEHICLE REPLACEMENT	One Ton Truck			\$70,000	\$70,000
RECREATION	FIELDS	Field Maintenance			\$15,000	\$15,000
	PARKS & PLAYGROUNDS	Playground Resurfacing			\$10,000	\$10,000
	PUBLIC BUILDING MAINTENANCE	Paint Pool Bathhouse			\$10,000	\$10,000
		Recreation Office			\$70,000	\$70,000
TOWN MANAGER	DEPARTMENTAL PROJECT	Dog Park		\$15,000		\$15,000
		Replace Tel System		\$25,000		\$25,000
	PHOTOCOPIER PROGRAM	Photocopier Lease		\$3,612		\$3,612
<b>Grand Total</b>			<b>\$330,000</b>	<b>\$648,597</b>	<b>\$785,786</b>	<b>\$1,764,383</b>

**Town of Holden  
Five Year Capital Plan FY2012- FY2016**

Sum of AMOUNT			FISCAL YEAR					
DEPARTMENT	PROGRAM	EXPENDITURE	2012	2013	2014	2015	2016	Grand Total
FIRE	DEPARTMENTAL PROJECT	Opticom Traffic Sys.			\$64,000	\$34,000	\$34,000	\$132,000
	EQUIPMENT REPLACEMENT	PPE - Personal Protective Equip.	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
		SCBA Repl.	\$150,000					\$150,000
	VEHICLE REPLACEMENT	Replace Engine 2					\$500,000	\$500,000
		Ambulance 2			\$300,000			\$300,000
		Replace Squad 1				\$100,000		\$100,000
Tower Truck Refurbishment						\$250,000	\$250,000	
	Brush Truck w/ Plow	\$42,000					\$42,000	
FIRE			\$217,000	\$25,000	\$389,000	\$159,000	\$809,000	\$1,599,000
LIBRARY	PUBLIC BUILDING MAINTENANCE	Carpet Replacement			\$55,000			\$55,000
		Roof Replacement	\$30,000					\$30,000
		Fire Alarm	\$5,215					\$5,215
		Repoint chimney	\$25,470					\$25,470
		Public service desks				\$40,000		\$40,000
LIBRARY			\$60,685		\$55,000	\$40,000		\$155,685
POLICE	EQUIPMENT REPLACEMENT	Protective Vests	\$19,000					\$19,000
	VEHICLE REPLACEMENT	Cruiser Repl.	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$315,000
POLICE			\$82,000	\$63,000	\$63,000	\$63,000	\$63,000	\$334,000
PUBLIC WORKS ADMINISTRATION	DEPARTMENTAL PROJECT	Newell Road Culvert	\$35,000	\$150,000				\$185,000
PUBLIC WORKS ADMINISTRATION			\$35,000	\$150,000				\$185,000
PUBLIC WORKS B & G	DEPARTMENTAL PROJECT	Parking Lot/Sidewalk Center Area				\$96,900		\$96,900
	EQUIPMENT REPLACEMENT	Chipper			\$33,293			\$33,293
		Leaf Vac		\$25,500		\$30,600		\$56,100
		Mowers			\$20,400			\$20,400
	PUBLIC BUILDING MAINTENANCE	Floors - Starbard, TH	\$28,300					\$28,300
		Highway Fac. Heat Plant	\$20,000					\$20,000
	VEHICLE REPLACEMENT	Cemetery Backhoe			\$31,212			\$31,212
		Sidewalk Plow/Blower					\$140,000	\$140,000
4X4 w/ Plow			\$90,000		\$45,000		\$135,000	
Mowers						\$72,828	\$72,828	
PUBLIC WORKS B & G			\$48,300	\$115,500	\$84,905	\$172,500	\$212,828	\$634,033
PUBLIC WORKS ENGINEERING DIVISION	INFRASTRUCTURE IMPROV	New DPW Facility/Salt Shed					\$200,000	\$200,000
PUBLIC WORKS ENGINEERING DIVISION							\$200,000	\$200,000

**Town of Holden**  
**Five Year Capital Plan FY2012- FY2016**

Sum of AMOUNT			FISCAL YEAR					
DEPARTMENT	PROGRAM	EXPENDITURE	2012	2013	2014	2015	2016	Grand Total
PUBLIC WORKS HIGHWAY DIVISION	ROADS AND PATHS INFRASTRUCTURE	Local Roads	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000
		Crack Sealing	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
		Collector Roads Ch 90	\$585,786	\$585,700	\$585,700	\$585,700	\$585,700	\$2,928,586
	VEHICLE REPLACEMENT	Large Dump/ Wing Plow/ Spreader	\$180,000			\$160,000		\$340,000
		4X4 Dump w/ Plow	\$50,000	\$55,000			\$90,000	\$195,000
		Plow Replacement	\$12,000					\$12,000
		Loader w/ Wing Plow			\$180,000		\$200,000	\$380,000
		Sweeper		\$130,000				\$130,000
		Catchbasin Cleaner w/ Plow					\$175,000	\$175,000
PUBLIC WORKS HIGHWAY DIVISION			\$1,077,786	\$1,020,700	\$1,015,700	\$995,700	\$1,300,700	\$5,410,586
PUBLIC WORKS WATER/SEWER DIVISION	INFRASTRUCTURE IMPROVEMENT	Boyden Rd. Water Main		\$250,000				\$250,000
		Woodland Rd. Water Main			\$500,000			\$500,000
		Avery Heights Standpipe		\$525,000				\$525,000
		Shrewsbury St. Relining/ Repl.			\$850,000	\$1,250,000		\$2,100,000
		I/I - Sewer System/ Pump Stations		\$1,000,000	\$1,000,000			\$2,000,000
	PUBLIC BUILDING MAINTENANCE	Spring Street Roof	\$25,000					\$25,000
	VEHICLE REPLACEMENT	Backhoe		\$100,000				\$100,000
		4X4 w/ Plow		\$38,760	\$41,616			\$80,376
		One Ton Truck	\$70,000		\$70,000	\$65,000		\$205,000
PUBLIC WORKS WATER/SEWER DIVISION			\$95,000	\$1,913,760	\$2,461,616	\$65,000	\$1,250,000	\$5,785,376
RECREATION	DEPARTMENTAL PROJECT	Kimball Field Reconstruction				\$175,000		\$175,000
	FIELDS	Field Maintenance	\$15,000	\$17,000	\$17,000		\$17,000	\$66,000
	INFRASTRUCTURE IMPROVEMENT	Office Parking Area		\$15,000				\$15,000
	PARKS & PLAYGROUNDS	Playground Equipment		\$10,000				\$10,000
		Court Maintenance				\$20,000	\$15,000	\$35,000
		Playground Resurfacing	\$10,000		\$10,000		\$10,000	\$30,000
	PUBLIC BUILDING MAINTENANCE	Recreation Office	\$70,000					\$70,000
		Paint Pool Bathhouse	\$10,000					\$10,000
RECREATION			\$105,000	\$42,000	\$27,000	\$195,000	\$42,000	\$411,000
SENIOR CENTER	DEPARTMENTAL PROJECT	Replace 50 Chairs		\$6,250	\$6,250			\$12,500
	PUBLIC BUILDING MAINTENANCE	Senior Center Carpeting				\$20,000		\$20,000
	VEHICLE REPLACEMENT	Replace Town COA Van			\$20,000			\$20,000
SENIOR CENTER				\$6,250	\$26,250	\$20,000		\$52,500
TOWN CLERK	EQUIPMENT REPLACEMENT	Voting Equipment		\$9,225				\$9,225
TOWN CLERK				\$9,225				\$9,225



# Town of Holden

## Five Year Capital Plan FY2012- FY2016

Sum of AMOUNT			FISCAL YEAR					
DEPARTMENT	PROGRAM	EXPENDITURE	2012	2013	2014	2015	2016	Grand Total
TOWN MANAGER	DEPARTMENTAL PROJECT	Skateboard Park		\$200,000				\$200,000
		Dog Park	\$15,000					\$15,000
		Replace Tel System	\$25,000					\$25,000
	PHOTOCOPIER PROGRAM	Photocopier Lease	\$3,612	\$3,612				\$7,224
TOWN MANAGER			\$43,612	\$203,612				\$247,224
Grand Total			\$1,764,383	\$3,549,047	\$4,122,471	\$1,710,200	\$3,877,528	\$15,023,629

Sum of AMOUNT		FISCAL YEAR					
FUNDING SOURCE		2012	2013	2014	2015	2016	Grand Total
BOND		\$330,000	\$2,410,000	\$2,830,000	\$435,000	\$2,805,000	\$8,810,000
CASH		\$648,597	\$472,587	\$568,155	\$604,500	\$444,828	\$2,738,667
OTHER		\$785,786	\$666,460	\$724,316	\$670,700	\$627,700	\$3,474,962
Grand Total		\$1,764,383	\$3,549,047	\$4,122,471	\$1,710,200	\$3,877,528	\$15,023,629

Fiscal Year		2012	2013	2014	2015	2016	Total
Tax Burden	Prior Non-Exempt Debt	\$232,494	\$229,869	\$188,869	\$188,869	\$185,505	\$1,025,606
	Cash	\$648,597	\$472,587	\$568,155	\$604,500	\$444,828	\$2,738,667
	New Non-Exempt Debt Service	\$6,600	\$109,400	\$347,030	\$583,377	\$692,508	\$1,738,915
	Total Non-Exempt Tax Burden	\$887,691	\$811,856	\$1,104,054	\$1,376,746	\$1,322,841	\$5,503,188
Adjust for Recreation Revolving Fund					(\$3,500)	(\$15,750)	(\$19,250)
Adjust for IIF		\$418,481	\$383,775	\$391,014	\$398,614	\$406,595	\$1,998,479
Adjust for Fire Vehicle Stabilization f		\$134,800	\$133,600	\$42,400			\$310,800
Adjust for DPW Depreciation Fund		\$19,192	\$19,192	\$19,192			\$57,576
Adjust for Water Sewer Enterprise Fund			(\$37,500)	(\$220,750)	(\$381,300)	(\$403,900)	(\$1,043,450)
Net Non-Exempt Plan		\$1,460,164	\$1,310,923	\$1,335,910	\$1,390,560	\$1,309,786	\$6,807,343
Pro Forma Budget		\$ 33,927,338	\$ 34,583,062	\$ 35,496,091	\$ 36,479,278	\$ 37,487,044	\$177,972,813
Budget For Plan at 4.3%		\$1,458,876	\$1,487,072	\$1,526,332	\$1,568,609	\$1,611,943	\$7,652,831
Plan as % of Revenues		4.30%	3.79%	3.76%	3.81%	3.49%	3.82%
Variance From Budget		(\$1,288)	\$176,149	\$190,422	\$178,049	\$302,157	\$845,488

	2012	2013	2014	2015	2016	Total
Prior Non-exempt Debt	\$232,494	\$229,869	\$188,869	\$188,869	\$185,505	\$1,025,606
Year	2012	2013	2014	2015	2016	
Total Budget	38,137,212	38,982,241	39,895,270	40,878,457	41,886,223	
Exempt Debt Service	(4,209,874)	(4,399,179)	(4,399,179)	(4,399,179)	(4,399,179)	
Pro Forma Budget	33,927,338	34,583,062	35,496,091	36,479,278	37,487,044	

**Town of Holden  
Forecast of New Debt Service  
Capital Plan FY2012-FY2016**

DEPARTMENT	EXPENDITURE	2012	2013	2014	2015	2016	Grand Total
FIRE	Ambulance 2			\$6,000	\$54,857	\$53,143	\$114,000
	Replace Engine 2					\$12,500	\$12,500
	Replace Squad 1				\$2,000	\$24,000	\$26,000
	SCBA Repl.	\$3,000	\$36,000	\$34,800	\$33,600	\$32,400	\$139,800
	Tower Truck Refurbishment					\$6,250	\$6,250
FIRE Total		\$3,000	\$36,000	\$40,800	\$90,457	\$128,293	\$298,550
PUBLIC WORKS ADMINISTRATION	Newell Road Culvert		\$3,000	\$13,500	\$13,200	\$12,900	\$42,600
PUBLIC WORKS ADMINISTRATION Total			\$3,000	\$13,500	\$13,200	\$12,900	\$42,600
PUBLIC WORKS B & G	Sidewalk Plow/Blower					\$3,500	\$3,500
PUBLIC WORKS B & G Total						\$3,500	\$3,500
PUBLIC WORKS ENGINEERING DIVISION	New DPW Facility/Salt Shed					\$5,000	\$5,000
PUBLIC WORKS ENGINEERING DIVISION Total						\$5,000	\$5,000
PUBLIC WORKS HIGHWAY DIVISION	Large Dump/ Wing Plow/ Spreader	\$3,600	\$25,200	\$24,480	\$26,960	\$45,440	\$125,680
	4X4 Dump w/ Plow		\$1,100	\$7,700	\$7,480	\$9,510	\$25,790
	Loader w/ Wing Plow			\$3,600	\$25,200	\$29,480	\$58,280
	Sweeper		\$2,600	\$18,200	\$17,680	\$17,160	\$55,640
	Catchbasin Cleaner w/ Plow					\$4,375	\$4,375
PUBLIC WORKS HIGHWAY DIVISION Total		\$3,600	\$28,900	\$53,980	\$77,320	\$105,985	\$269,765
PUBLIC WORKS WATER/SEWER DIVISION	Boyden Rd. Water Main		\$5,000	\$22,500	\$22,000	\$21,500	\$71,000
	Woodland Rd. Water Main			\$10,000	\$45,000	\$44,000	\$99,000
	Avery Heights Standpipe		\$10,500	\$47,250	\$46,200	\$45,150	\$149,100
	Shrewsbury St. Relining/ Repl.			\$17,000	\$76,500	\$106,050	\$199,550
	Backhoe		\$2,000	\$14,000	\$13,600	\$13,200	\$42,800
	I/I - Sewer System/ Pump Stations		\$20,000	\$110,000	\$178,000	\$174,000	\$482,000
PUBLIC WORKS WATER/SEWER DIVISION Total			\$37,500	\$220,750	\$381,300	\$403,900	\$1,043,450
RECREATION	Kimball Field Reconstruction				\$3,500	\$15,750	\$19,250
RECREATION Total					\$3,500	\$15,750	\$19,250
TOWN MANAGER	Skateboard Park		\$4,000	\$18,000	\$17,600	\$17,200	\$56,800
TOWN MANAGER Total			\$4,000	\$18,000	\$17,600	\$17,200	\$56,800
Grand Total		\$6,600	\$109,400	\$347,030	\$583,377	\$692,508	\$1,738,915