

Town of Holden • Massachusetts



FY 2021 BUDGET

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FY 2021

BUDGET CALENDAR

Department Capital Budget Submission	November 5, 2019
Departments Submit Operating Budgets	November 18 – December 6, 2019
Town Manager Review	December 9– January 10, 2020
Budget Production	January 13 - February 7, 2020
Budget Submission	February 10, 2020
Finance Committee Budget Review	February 12 - March 25, 2020
Last Day to Submit Warrant Articles	March 23,2020
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 6, 2020
Post Warrant for Annual Town Meeting	May 1, 2020
Town Reports Available	May 11, 2020
Annual Town Election	May 11, 2020
Adjourned Annual Town Meeting	May 18, 2020



Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

Peter M. Lukes
Town Manager

February 7, 2020

FY 2021 BUDGET TRANSMITTAL TO THE MEMBERS OF THE BOARD OF SELECTMEN AND FINANCE COMMITTEE

I herewith submit for your review the Town Manager's proposed Operating and Capital Budget for FY 2021 (July 1, 2020 through June 30, 2021). This budget contains my recommendations for appropriation amounts for the various Town Departments along with background information, program descriptions, and expenditures. My budget message, the Resource Profile, Departmental Budget Comparison, and 5-Year Fiscal Plan will be presented to the Finance Committee at the Resource Profile Meeting on February 11, 2020.

For the ninth consecutive year, the submitted budget taxes below the levels authorized by Proposition 2 ½. The FY 2021 Budget as proposed, continues our commitment to taxpayers of delivering quality public services that are effective and efficient, while strengthening our reserves in both the General Stabilization and Special Funds, and maintaining a healthy balance in Free Cash. We have, however, come closer to our tax levy capacity than at any time in the last eight fiscal years. An increase of 4.5% from the Wachusett Regional School District, along with contractual and numerous one-time expenses from the municipal budget have contributed to this year's lowered amount of tax levy capacity.

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

Overall, the proposed FY 2021 Operating and Capital Budget continues to fund our required and mandated costs such as education, health insurance, retirement, and other post-employment benefits. This budget strengthens our infrastructure and capital program, especially within our aging elementary schools, while maintaining our municipal services. It is a matter of maximizing our resources, providing our taxpayers good value for their contributions, following policies that provide financial reserves and building fiscal security for the future.

I look forward to working with the Board of Selectmen, the Finance Committee, and other interested citizens to produce a final budget that meets the needs of our citizens while keeping Holden an affordable place to live, work and raise a family.

Peter M. Lukes,
Town Manager

**TOWN OF HOLDEN
FY 2021 RESOURCE PROFILE**

	FY18 RECAP	FY19 SUBMITTED	FY19 RECAP	FY20 SUBMITTED	FY20 TOWN MEETING	FY20 RECAP	FY21 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
Total Assessed Value (Est.)	2,208,757,900	2,252,933,058	2,361,218,620	2,408,442,992	2,408,442,992	2,510,692,390	2,560,906,238	50,213,848	2.1%
Average Assessed Home	308,119	314,281	326,725	333,260	333,260	346,538	353,469	6,931	2.1%
Tax Rate	17.61	18.28	17.44	17.94	17.77	17.00	17.55 \$	0.55	3.2%
Average Tax Bill	5,426	5,746	5,698	5,980	5,922	5,891	6,205 \$	313.69	5.5%
Tax Rate Change	0.02	0.67	-0.17	0.50	-0.17	-0.76	0.55		
Excess Levy Capacity	1,970,843	1,384,852	1,303,125	883,078	1,008,137	1,415,784	131,091	-1,284,693	-98.59%
GENERAL FUND REVENUES									
Tax Levy	34,442,485	36,595,009	36,876,389	38,864,881	38,625,865	38,481,309	41,163,429	2,682,120	7.27%
Supplemental Tax Assessment	60,000	75,000	75,000	75,000	75,000	75,000	75,000	0	0.00%
Tax Receipts - Non-excluded	34,502,485	36,670,009	36,951,389	38,939,881	38,700,865	38,556,309	41,238,429	2,682,120	7.26%
Percentage of General Fund Revenues	77.7%	79.9%	78.5%	79.0%	78.9%	78.8%	80.0%	102.4%	
Cherry Sheet- Unrestricted	1,915,492	1,915,492	1,982,462	2,030,218	2,030,218	2,030,218	2,080,970	50,752	2.56%
Cherry Sheet- Offsets	200,833	200,833	190,336	190,336	190,336	195,549	195,549	0	0.00%
State Receipts	2,116,325	2,116,325	2,172,798	2,220,554	2,220,554	2,225,767	2,276,519	50,752	2.34%
Percentage of General Fund Revenues	4.8%	4.6%	4.6%	4.5%	4.5%	4.5%	4.4%	1.9%	
General Estimated Receipts	1,889,400	1,911,875	1,911,875	1,924,309	1,927,972	1,939,472	1,962,523	23,051	1.21%
Indirect Charges	92,000	94,800	94,800	94,800	94,800	94,800	94,800	0	0.00%
Excise Receipts	2,100,000	2,300,000	2,300,000	2,300,000	2,300,000	2,375,000	2,375,000	0	0.00%
Sewer Connection Betterment	41,500	41,500	41,500	41,500	41,500	41,500	41,500	0	0.00%
EMS Receipts	850,000	850,000	850,000	850,000	850,000	852,000	852,000	0	0.00%
Regional Dispatch Municipal Assessment	235,000	203,851	203,851	242,495	242,495	227,051	251,142	24,091	11.82%
Local Receipts	5,207,900	5,402,026	5,402,026	5,453,104	5,456,767	5,529,823	5,576,965	47,142	0.87%
Percentage of General Fund Revenues	11.7%	11.8%	11.5%	11.1%	11.1%	11.3%	10.8%	1.8%	
Free Cash	2,270,884	1,472,693	2,073,464	2,232,449	2,232,449	2,232,449	2,245,054	12,605	0.61%
Overlay Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0	0.00%
Balance Sheet Excess Appropriation reserved for debt excluded debt			261,461	181,676	181,676	181,676	7,127	-174,549	-66.76%
Light Dept In Lieu	147,163	150,106	150,106	153,108	153,108	153,108	153,108	0	0.00%
Wachusett Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0.00%
Cemetery Perpetual Care Trust Fund	5,000	5,000	5,000	5,000	5,000	5,000	5,000	0	0.00%
Recreation Portion Pool Debt	100,000	0	0	0	0	0	0	0	0.00%
Free Cash / Intra-Government Transfers	2,598,047	1,702,799	2,565,031	2,647,233	2,647,233	2,647,233	2,485,289	-161,944	-6.31%
Percentage of General Fund Revenues	5.8%	3.7%	5.4%	5.4%	5.4%	5.4%	4.8%	-6.2%	-113.6%
TOTAL GENERAL FUND REV - NON-EXCLUSION	44,424,757	45,891,159	47,091,244	49,260,772	49,025,419	48,959,132	51,577,202	2,618,070	5.56%
DEBT EXCLUSION REVENUE									
Debt Exclusion (Net)	4,453,742	4,595,517	4,301,538	4,351,040	4,169,364	4,201,906	3,792,467	-409,439	-9.52%
SBAB Reimbursement Elementary	1,732,788	1,732,787	1,732,787	1,732,786	1,732,786	1,732,786	0	-1,732,786	-100.00%
Debt Excluded Revenue	6,186,530	6,328,304	6,034,325	6,083,826	5,902,150	5,934,692	3,792,467	-2,142,225	-35.50%
TOTAL GENERAL FUND REVENUE	50,611,287	52,219,463	53,125,569	55,344,598	54,927,569	54,893,824	55,369,669	475,845	0.90%

TOWN OF HOLDEN FY 2021 RESOURCE PROFILE

	FY18 RECAP	FY19 SUBMITTED	FY19 RECAP	FY20 SUBMITTED	FY20 TOWN MEETING	FY20 RECAP	FY21 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
GENERAL FUND EXPENDITURES									
Required Minimum Contribution	17,626,751	18,233,370	18,233,370	19,225,254	19,225,254	19,225,254	20,005,254	780,000	4.28%
Voluntary Regional Assessment RASA	5,986,307	5,859,105	6,787,692	7,388,689	7,306,064	7,306,064	8,238,036	931,972	13.73%
Adj for Revised Regional School Assessment	-307,170	0	0	0	0	0	0	0	
School Transportation	1,839,318	1,960,088	2,004,018	2,168,028	2,204,518	2,204,518	2,360,505	155,987	7.78%
Montachusett Assessment	761,232	791,681	835,988	902,867	901,029	901,029	977,616	76,587	9.16%
Out of District Vocational	38,000	0	0	0	0	0	54,000	54,000	
Education	25,944,438	26,844,244	27,861,068	29,684,838	29,636,865	29,636,865	31,635,411	1,998,546	7.17%
Percentage of General Fund Expenditures	51.3%	51.4%	52.4%	53.6%	54.0%	54.0%	57.1%	420.0%	
Percentage of General Fund Expenditures (Excluding Debt)	59.0%	58.5%	59.5%	60.2%	60.7%	60.8%	61.4%	71.3%	
General Government	5,799,704	6,176,364	6,240,364	6,359,031	6,314,976	6,314,976	6,789,882	474,906	7.61%
Public Safety	5,389,495	5,472,541	5,472,541	5,803,958	5,803,958	5,803,958	5,871,773	67,815	1.24%
Public Works	3,008,671	2,935,526	2,890,526	3,019,697	3,018,697	3,018,697	3,215,404	196,707	6.81%
Culture	873,783	891,318	889,951	923,570	915,570	915,570	931,770	16,200	1.82%
Human Services	346,489	360,167	360,167	369,104	369,104	369,104	386,262	17,158	4.76%
Capital Budget	882,000	1,302,540	1,100,540	1,301,000	951,000	951,000	1,236,708	285,708	25.96%
School Capital Project	0	0	22,470	0	0	0	0	0	0.00%
DPW Design	0	0	0	0	0	0	0	0	
Land Purchase	0	0	0	0	0	0	0	0	
Municipal Budget	16,300,142	17,138,456	16,976,559	17,776,360	17,373,305	17,373,305	18,431,799	1,058,494	6.24%
Percentage of General Fund Expenditures	32.2%	32.8%	32.0%	32.1%	31.6%	31.6%	33.3%	222.4%	
Percentage of General Fund Expenditures (Excluding Debt)	37.1%	37.3%	36.3%	36.1%	35.6%	35.6%	35.8%	37.8%	
DPW Depreciation Fund	50,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
Fire Vehicle Stabilization Fund	50,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
Open Space Stabilization Fund	50,000	50,000	100,000	50,000	50,000	50,000	50,000	0	0.00%
Dispatch Infrastructure Stabilization Fund	16,000	18,000	18,000	24,000	24,000	24,000	0	-24,000	-133.33%
Non-Exempt Debt	216,068	304,742	304,742	303,068	303,068	303,068	192,377	-110,691	-36.32%
Non-Exempt Debt-FY19 Appropriation Deficit						9,349	0	-9,349	0.00%
Oil Spill Clean Up Debt (Jefferson School)	39,878	39,878	39,726	82,601	82,601	39,434	39,434	0	0.00%
State Assessments (Transportation)	137,646	137,646	140,528	140,528	140,528	145,575	145,575	0	0.00%
Overlay/Abatements	252,381	250,000	245,652	250,000	250,000	200,414	200,000	-414	-0.17%
Stabilization Fund Appropriation	500,000	500,000	500,000	300,000	300,000	300,000	200,000	-100,000	-20.00%
Other Post Employment Benefits Trust Fund	404,884	404,693	404,693	458,449	458,449	458,449	449,011	-9,438	-2.33%
Other Expenditures	1,716,857	1,904,959	1,953,341	1,808,646	1,808,646	1,730,290	1,476,397	-253,893	-13.00%
TOTAL GENERAL FUND EXP. - NON-EXCLUSION	43,961,437	45,887,659	46,790,968	49,269,844	48,818,816	48,740,459	51,543,607	2,803,148	5.99%
DEBT EXCLUSION EXPENDITURES									
Exempt Debt - excluded	5,646,123	5,312,359	5,312,359	5,067,381	5,101,380	5,102,825	2,775,522	-2,327,303	-43.81%
High School Debt - excluded	1,003,727	1,019,445	1,022,242	1,007,373	1,007,373	1,050,540	1,050,540	0	0.00%
Debt Excluded Expenditures	6,649,850	6,331,804	6,334,601	6,074,754	6,108,753	6,153,365	3,826,062	-2,327,303	-36.74%
Percentage of General Fund Expenditures	13.1%	12.1%	11.9%	11.0%	11.1%	11.2%	6.9%	-489.1%	-4101.8%
TOTAL GENERAL FUND EXPENDITURES	50,611,287	52,219,463	53,125,569	55,344,598	54,927,569	54,893,824	55,369,669	475,845	0.90%
REVENUE/EXPENDITURE DIFFERENCE	0	0	0	0	0	0	0	0	0.00%
School Change									
WRSD School Budget without Debt	\$25,452,376	\$26,052,563	\$27,025,080	\$28,781,971	\$28,735,836	\$28,735,836	\$30,603,795	\$1,867,959	6.91%
WRSD School Budget with Debt	\$26,495,981	\$27,111,886	\$28,087,048	\$29,871,945	\$29,825,810	\$29,825,810	\$31,693,769	\$1,867,959	6.65%
Total Education Budget with Debt	27,257,213	27,903,567	28,923,036	30,774,812	30,726,839	30,726,839	32,671,385	\$1,851,776	6.40%

TOWN OF HOLDEN FY 2021 RESOURCE PROFILE

	FY18 RECAP	FY19 SUBMITTED	FY19 RECAP	FY20 SUBMITTED	FY20 TOWN MEETING	FY20 RECAP	FY21 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
RESTRICTED REVENUE									
LIBRARY OFFSETS	29,685	30,923	31,862	33,675	33,675	33,675	33,675	0	0.00%
RECREATION REVOLVING	509,596	518,827	518,827	530,303	530,303	530,303	534,913	4,610	0.89%
AFTER SCHOOL REVOLVING	317,846	329,796	329,796	359,212	359,212	359,212	381,977	22,765	6.90%
CABLE REVOLVING ACCOUNT	250,000	250,000	250,000	250,000	250,000	250,000	250,000	0	0.00%
SOLID WASTE ENTERPRISE FUND	1,276,390	1,263,800	1,263,787	1,334,260	1,334,260	1,334,260	1,339,500	5,240	0.41%
INSPECTIONAL SERVICES REVOLVING	212,750	246,000	185,000	245,000	245,000	245,000	245,000	0	0.00%
WATER SEWER REVENUE	6,274,037	6,704,000	6,667,990	7,093,185	7,093,185	7,093,185	7,149,000	55,815	0.84%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	
DPW DEPRECIATION FUND	50,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
FIRE VEHICLE STABILIZATION FUND	220,000	100,000	125,954	100,000	100,000	100,000	100,000	0	0.00%
TOTAL RESTRICTED REVENUE	9,140,304	9,543,346	9,473,216	10,045,635	10,045,635	10,045,635	10,134,065	88,430	0.93%
RESTRICTED EXPENDITURES									
LIBRARY OFFSETS	29,685	30,923	31,862	33,675	33,675	33,675	33,675	0	0.00%
RECREATION REVOLVING	491,096	424,690	489,690	447,008	447,008	447,008	949,779	502,771	102.67%
AFTER SCHOOL REVOLVING	323,907	352,653	352,653	356,020	356,020	356,020	384,194	28,174	7.99%
CABLE REVOLVING ACCOUNT	432,332	403,018	403,018	401,992	396,492	396,492	349,804	-46,688	-11.58%
SOLID WASTE ENTERPRISE FUND	1,276,390	1,299,787	1,299,787	1,331,676	1,331,676	1,331,676	1,363,154	31,478	2.42%
INSPECTIONAL SERVICES REVOLVING	255,258	262,176	262,176	233,596	232,596	232,596	277,795	45,199	17.24%
WATER SEWER EXPENSES	7,963,037	8,132,490	7,977,990	8,156,005	8,230,483	8,230,483	8,138,319	-92,164	-1.16%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	
DPW DEPRECIATION FUND	0	150,000	0	0	0	0	0	0	
FIRE VEHICLE STABILIZATION FUND	0	0	0	0	0	0	310,000	310,000	
TOTAL RESTRICTED EXPENDITURES	10,771,705	11,055,737	10,817,176	10,959,972	11,027,950	11,027,950	11,806,720	778,770	7.20%

**BUDGET COMPARISON
FY2020 TO FY2021**

Department	FY2020				FY2021				Change	
	Personnel Services	Expenses	Offsets	Total	Personnel Services	Expenses	Offsets	Total	Dollar	Percentage
Moderator	100	65	-	165	100	65	-	165	-	0.0%
Selectmen	7,250	24,600	-	31,850	7,250	28,000	-	35,250	3,400	10.7%
Finance Committee	-	151,786	-	151,786	-	151,786	-	151,786	-	0.0%
Town Manager/ Personnel	522,054	26,950	22,500	526,504	472,331	125,475	22,500	575,306	48,802	9.3%
Information Technology	254,043	176,619	112,000	318,662	265,018	155,527	112,000	308,545	(10,117)	-3.2%
Accounting	181,205	28,700	31,010	178,895	209,867	34,400	31,010	213,257	34,362	19.2%
Treasurer/ Collector	229,637	59,400	60,425	228,612	239,878	71,400	60,425	250,853	22,241	9.7%
Assessor	180,860	30,700	-	211,560	185,727	43,300	-	229,027	17,467	8.3%
Legal	-	180,000	-	180,000	-	180,000	-	180,000	-	0.0%
Town Clerk	197,898	36,745	-	234,643	216,414	42,168	-	258,582	23,939	10.2%
Insurance	-	2,107,000	-	2,107,000	-	2,191,057	-	2,191,057	84,057	4.0%
Retirement	-	1,600,000	-	1,600,000	-	1,785,000	-	1,785,000	185,000	11.6%
Debt	-	5,405,893	1,732,786	3,673,107	-	3,008,377	-	3,008,377	(664,730)	-18.1%
Planning & Development	185,364	128,900	-	314,264	208,369	171,050	-	379,419	65,155	20.7%
Sealer of Weights & Measures	4,000	1,100	-	5,100	4,000	1,700	-	5,700	600	11.8%
Subtotal General Government	1,762,411	9,958,458	1,958,721	9,762,148	1,808,954	7,989,305	225,935	9,572,324	(189,824)	-1.9%
Police	2,269,353	226,500	-	2,495,853	2,283,369	239,000	-	2,522,369	26,516	1.1%
Dispatch	643,223	40,000	-	683,223	662,281	36,450	-	698,731	15,508	2.3%
Animal control	46,959	9,200	-	56,159	65,349	9,200	-	74,549	18,390	32.7%
Fire	1,987,123	288,300	-	2,275,423	1,992,679	290,750	-	2,283,429	8,006	0.4%
Emergency Management	75,800	10,000	-	85,800	80,195	10,000	-	90,195	4,395	5.1%
Public Safety Building	-	207,500	-	207,500	-	202,500	-	202,500	(5,000)	-2.4%
Subtotal Public Safety	5,022,458	781,500	-	5,803,958	5,083,873	787,900	-	5,871,773	67,815	1.2%
DPW Administration	188,111	11,380	-	199,491	196,158	12,150	-	208,308	8,817	4.4%
DPW Engineering	167,363	170,950	-	338,313	174,950	177,050	-	352,000	13,687	4.0%
DPW Highway	551,320	842,200	-	1,393,520	557,869	893,950	-	1,451,819	58,299	4.2%
DPW Equipment Repair	201,855	18,100	50,400	169,555	205,837	18,411	50,400	173,848	4,293	2.5%
DPW Building and Grounds	464,228	355,190	28,840	790,578	490,679	421,850	28,840	883,689	93,111	11.8%
DPW Garage	-	48,000	-	48,000	-	66,500	-	66,500	18,500	38.5%
Subtotal Public Works	1,572,877	1,445,820	79,240	2,939,457	1,625,493	1,589,911	79,240	3,136,164	196,707	6.7%
Veterans Benefits	19,375	60,600	-	79,975	20,361	70,600	-	90,961	10,986	13.7%
Senior Center	258,479	30,650	-	289,129	264,651	30,650	-	295,301	6,172	2.1%
Subtotal Human Services	277,854	91,250	-	369,104	285,012	101,250	-	386,262	17,158	4.6%
Library	656,319	255,751	-	912,070	672,344	255,926	-	928,270	16,200	1.8%
Historical Commission	-	3,500	-	3,500	-	3,500	-	3,500	-	0.0%
Subtotal Culture	656,319	259,251	-	915,570	672,344	259,426	-	931,770	16,200	1.8%
TOTAL MUNICIPAL:	9,291,919	12,536,279	2,037,961	19,790,237	9,475,676	10,727,792	305,175	19,898,293	108,056	0.5%
Total minus Insurance, Retirement and Debt				12,410,130				12,913,859	503,729	4.1%
EDUCATION:										
Minimum Required Contribution		19,225,254		19,225,254		20,005,254		20,005,254	780,000	4.1%
Voluntary Contribution		7,306,064		7,306,064		8,238,036		8,238,036	931,972	12.8%
Transportation		2,204,518		2,204,518		2,360,505		2,360,505	155,987	7.1%
Debt		1,089,974		1,089,974		1,089,974		1,089,974	-	0.0%
Subtotal WRSD		29,825,810		29,825,810		31,693,769		31,693,769	1,867,959	6.3%
Montachusett Reg. Voc. Tech		901,029		901,029		977,616		977,616	76,587	8.5%
TOTAL EDUCATION:		30,726,839		30,726,839		32,671,385		32,671,385	1,944,546	6.3%
Total minus Insurance, Retirement and Debt				12,410,130				12,913,859	503,729	4.1%
Capital				1,301,000				285,708	(1,015,292)	-78.0%
TOTAL OPERATING AND CAPITAL W/O FIXED COSTS:				13,711,130				13,199,567	581,999	4.2%

**TOWN OF HOLDEN
FIVE YEAR PLAN
FY 2020 - FY2025**

	Recap FY 2020	FY 2021	Dollar Change	Percent Change	FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change	FY 2025	Dollar Change	Percent Change
REVENUE																
State Aid	2,259,442	2,310,194	50,752	2.25%	2,259,442	(50,752)	-2.20%	2,259,442	-	0.00%	2,259,442	-	0.00%	2,259,442	-	0.00%
School Construction Aid	1,732,786	-	(1,732,786)	-100.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Local Receipts	5,529,823	5,651,965	122,142	2.21%	5,678,977	27,011	0.48%	5,697,085	18,108	0.32%	5,715,449	18,364	0.32%	5,734,073	18,624	0.33%
Free Cash Usage	2,232,449	2,170,054	(62,395)	-2.79%	1,263,500	(906,554)	-41.78%	899,000	(364,500)	-28.85%	535,000	(364,000)	-40.49%	625,000	90,000	16.82%
Overlay Reserve Surplus	50,000	50,000	-	0.00%	75,000	25,000	0.00%	75,000	-	0.00%	75,000	-	0.00%	75,000	-	0.00%
Other Rev From Reserves	181,676	7,127	-	0.00%	-	-	-	-	-	-	-	-	-	-	-	-
Property Tax	38,471,960	41,163,429	2,691,469	7.00%	43,452,312	2,288,883	5.56%	45,225,617	1,773,305	4.08%	46,522,676	1,297,059	2.87%	48,490,352	1,967,676	4.23%
Debt Exclusion (NET)	4,201,906	3,792,467	(409,439)	-9.74%	5,418,055	1,625,588	42.86%	5,374,696	(43,359)	-0.80%	5,330,141	(44,555)	-0.83%	4,572,045	(758,096)	-14.22%
Other Rev. (HMLD & recreation, Wachusett Fd.)	258,108	258,108	-	0.00%	261,170	3,062	1.19%	264,293	3,123	1.20%	267,479	3,186	1.21%	270,729	3,250	1.22%
TOTAL REVENUES	54,918,150	55,403,344	485,194	0.88%	58,408,456	3,005,111	5.42%	59,795,133	1,386,677	2.37%	60,705,187	910,054	1.52%	62,026,641	1,321,454	2.18%
APPROPRIATIONS																
Operating Budgets																
Wachusett Reg. School District	28,735,836	30,603,795	1,867,959	6.50%	31,521,909	918,114	3.00%	32,467,566	945,657	3.00%	33,441,593	974,027	3.00%	34,444,841	1,003,248	3.00%
Montachusett Reg. Tech. School	901,029	977,616	76,587	8.50%	1,006,945	29,328	3.00%	1,037,153	30,208	3.00%	1,068,268	31,115	3.00%	1,100,316	32,048	3.00%
Out of District Vocational Ed	-	54,000	-	-	54,000	-	-	54,000	-	-	54,000	-	-	-	-	-
Town	12,715,305	13,219,034	503,729	3.96%	13,483,415	264,381	2.00%	13,753,083	269,668	2.00%	14,028,145	275,062	2.00%	14,308,708	280,563	2.00%
Capital budget																
Exempt Debt Service	6,153,365	3,500,812	(2,652,553)	-43.11%	3,420,055	(80,757)	-2.31%	3,376,696	(43,359)	-1.27%	3,332,141	(44,555)	-1.32%	2,572,045	(760,096)	-22.81%
Exempt DPW Debt Service	-	325,250	325,250	0.00%	2,000,000	1,674,750	514.91%	2,000,000	-	0.00%	2,000,000	-	0.00%	2,000,000	-	0.00%
Non-Exempt Service	342,502	231,811	(110,691)	-32.32%	195,978	(35,833)	-15.46%	190,727	(5,251)	-2.68%	79,947	(110,780)	-58.08%	110,947	31,000	38.78%
Cash	951,000	1,236,708	285,708	30.04%	1,420,902	184,194	14.89%	1,316,500	(104,402)	-7.35%	843,000	(473,500)	-35.97%	1,273,000	430,000	51.01%
Infrastructure Investment Fund	-	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Total Capital	7,446,867	5,294,581	(2,152,286)	-28.90%	7,036,935	1,742,354	32.91%	6,883,923	(153,012)	-2.17%	6,255,088	(628,835)	-9.13%	5,955,992	(299,096)	-4.78%
Pensions	1,600,000	1,785,000	185,000	11.56%	1,874,250	89,250	5.00%	1,967,963	93,713	5.00%	2,066,361	98,398	5.00%	2,169,679	103,318	5.00%
Insurance	2,107,000	2,191,057	84,057	3.99%	2,388,252	197,195	9.00%	2,603,195	214,943	9.00%	2,837,482	234,288	9.00%	3,092,856	255,373	9.00%
State Assessments	145,575	145,575	-	0.00%	145,575	-	0.00%	145,575	-	0.00%	145,575	-	0.00%	145,575	-	0.00%
Offset Aid - Library	33,675	33,675	-	0.00%	33,675	-	0.00%	33,675	-	0.00%	33,675	-	0.00%	33,675	-	0.00%
Overlay Reserve	200,414	200,000	(414)	-0.21%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	0.00%
Warrant Art. - Stabilization Fund	300,000	200,000	(100,000)	-33.33%	150,000	(50,000)	-25.00%	150,000	-	0.00%	100,000	(50,000)	-33.33%	100,000	-	0.00%
Warrant Art. - Other Stabilization	274,000	250,000	(24,000)	-8.76%	249,000	(1,000)	-0.40%	249,000	-	0.00%	225,000	(24,000)	-9.64%	225,000	-	0.00%
Other Post Employment Benefits	458,449	449,011	(9,438)	-2.06%	264,500	(184,511)	-41.09%	250,000	(14,500)	-5.48%	250,000	-	0.00%	250,000	-	0.00%
TOTAL APPROPRIATIONS	54,918,150	55,403,344	485,194	0.88%	58,408,456	3,005,111	5.42%	59,795,133	1,386,677	2.37%	60,705,187	910,054	1.52%	62,026,641	1,321,454	2.18%
BALANCE	(0)	(0)			0			(0)			0			0		
Approximate Tax Rate (at current)	17.00	17.55	0.56		20.09	2.54		20.80	0.71		21.32	0.51		21.81	0.50	
Excess Levy (approximate)	1,425,133	131,091			(725,429)			(1,030,562)			(822,745)			(1,247,922)		

BUDGET SUMMARY

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Request FY 2021	Manager FY 2021
General Government	5,338,354	5,364,205	5,703,961	6,314,976	3,779,050	6,797,282	6,789,882
Public Safety	4,771,096	4,790,137	4,808,247	5,793,958	2,456,346	5,873,573	5,871,773
Public Works	2,694,757	2,830,249	2,909,358	3,018,697	1,251,357	3,243,904	3,215,404
Human Services	319,920	327,313	338,259	369,104	182,947	386,262	386,262
Culture	844,754	857,572	874,880	915,570	460,427	936,870	931,770
TOTAL MUNICIPAL	13,968,881	14,169,475	14,634,705	16,412,305	8,130,127	17,237,891	17,195,091
TOTAL DEBT	5,566,699	5,602,356	5,446,315	5,405,893	3,154,269	3,008,377	3,008,377
TOTAL EDUCATION	25,483,745	26,978,664	28,920,423	30,726,839	15,363,419	32,725,385	32,725,385
TOTAL MUNICIPAL, DEBT AND EDUCATION	45,019,325	46,750,495	49,001,443	52,545,037	26,647,815	52,971,653	52,928,853
OTHER FUNDS							
Water/Sewer Enterprise Fund	6,679,748	7,200,814	7,721,696	8,230,483	3,232,904	8,138,319	8,138,319
Solid Waste Enterprise Fund	1,135,626	1,218,213	1,241,365	1,331,676	579,354	1,363,154	1,363,154
Inspection Revolving Fund	229,342	227,856	227,955	232,596	115,291	277,795	277,795
Cable Revolving Fund	289,754	253,566	237,169	396,492	115,082	349,804	349,804
Recreation Revolving Fund	373,801	358,450	402,691	447,008	251,481	534,779	949,779
Before/After School Revolving Fund	322,221	323,565	357,426	356,020	216,581	384,194	384,194
TOTAL OTHER FUNDS	9,030,492	9,582,464	10,188,302	10,994,275	4,510,693	11,048,045	11,463,045
	Balance FY 2017	Balance FY 2018	Balance FY 2019	Balance FY 2020	December YTD	Balance FY 2021	Balance FY 2021
General Stabilization Fund	3,249,114	3,377,731	4,048,042	4,430,167	4,430,167	4,630,167	4,630,167
Water/Sewer Stabilization Fund	183,502	181,971	190,211	193,576	193,576	193,576	193,576
Fire Vehicle Stabilization Fund	40,546	261,531	403,701	514,341	514,341	304,341	304,341
Open Space Stabilization Fund	51,673	101,543	209,612	265,069	265,069	164,903	164,903
Dispatch Stabilization Fund	5,167	21,220	40,806	66,368	66,368	66,368	66,368
DPW Depreciation Fund	231,404	279,774	395,915	506,417	506,417	606,417	606,417
Infrastructure Investment Fund	1,346,934	562	0	0	0	0	0
Other Post Employment Benefits TF	2,183,577	2,881,266	3,618,252	4,423,908	4,423,908	5,030,362	5,030,362
STABILIZATION BALANCES	7,291,917	7,105,598	8,906,539	10,399,846	10,399,846	10,996,134	10,996,134

TOWN OF HOLDEN

FY 2021 BUDGET

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Request FY 2021	Manager FY 2021
GENERAL GOVERNMENT							
Moderator	100	100	100	165	0	165	165
Finance Committee	236	1,150	1,017	151,786	527	151,786	151,786
Selectmen	25,920	24,458	18,058	31,850	11,428	36,250	35,250
Town Manager/Personnel	394,596	517,911	620,307	549,004	185,705	600,656	597,806
Information Technology	374,388	381,204	390,167	430,662	267,633	421,845	420,545
Finance							
Accounting	188,692	172,017	197,233	209,905	105,985	244,267	244,267
Treasurer/Collector	280,381	269,629	286,971	289,037	130,629	311,278	311,278
Assessors	218,611	186,235	182,242	211,560	90,506	229,027	229,027
Legal	280,634	192,764	169,831	180,000	82,899	180,000	180,000
Town Clerk	226,122	186,961	221,934	234,643	100,113	260,632	258,582
Non-Departmental							
Insurance	1,714,315	1,763,219	1,809,641	2,107,000	1,056,619	2,191,057	2,191,057
Retirement	1,375,352	1,381,561	1,528,348	1,600,000	1,596,914	1,785,000	1,785,000
Planning and Development	254,086	281,821	271,913	314,264	147,307	379,419	379,419
Sealers	4,921	5,175	6,200	5,100	2,785	5,900	5,700
TOTAL	5,338,354	5,364,205	5,703,961	6,314,976	3,779,050	6,797,282	6,789,882
TOTAL DEBT SERVICE	5,566,699	5,602,356	5,446,315	5,405,893	3,154,269	3,008,377	3,008,377

TOWN MODERATOR

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
100	100	100	100	0	5120	Moderator	100	100
100	100	100	100	0		*Total Salary & Wages*	100	100
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
0	0	0	15	0	5731	Association Dues	15	15
0	0	0	50	0	5733	Expense of Meetings	50	50
0	0	0	65	0		*Total Expense*	65	65
100	100	100	165	0		*Total Budget*	165	165

FINANCE COMMITTEE

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

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

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Object Description	Request FY 2021	Manager FY 2021
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0
0	0	0	0	0	# Personnel F/T	0	0
0	0	0	0	0	# Personnel P/T	0	0
0	0	0	50	0	5343 Postage	50	50
0	0	0	100	282	5421 Office Supplies	100	100
236	245	245	236	245	5731 Association Dues	236	236
0	905	772	1,400	0	5733 Expense of Meetings	1,400	1,400
0	0	0	150,000	0	5781 Reserve Fund	150,000	150,000
236	1,150	1,017	151,786	527	*Total Expense*	151,786	151,786
236	1,150	1,017	151,786	527	*Total Budget*	151,786	151,786

BOARD OF SELECTMEN

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

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

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

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
4,963	5,150	5,150	5,150	2,575	5120	Selectmen Salary	5,150	5,150
2,030	1,699	1,304	2,100	781	5122	Selectmen Clerical	2,100	2,100
6,993	6,849	6,454	7,250	3,356		*Total Salary & Wages*	7,250	7,250
0	0	0	0	0		# Personnel F/T	0	0
6	6	6	6	6		# Personnel P/T	6	6
441	363	258	400	192	5301	Advertising	400	400
25	0	0	300		5343	Postage	300	300
146	390	25	800		5421	Office Supplies	2,000	800
962	1,000	1,000	1,000	500	5710	Car Allowance	1,000	1,000
2,995	3,070	3,147	3,000	3,226	5731	Association Dues	3,000	3,200
1,465	3,418	1,218	3,800	740	5733	Expense of Meetings	3,800	3,800
2,393	2,615	3,141	3,300	0	5780	Employee Appreciation	3,500	3,500
10,500	6,753	2,815	12,000	3,414	5793	Parades, Events, Concerts	15,000	15,000
18,927	17,609	11,604	24,600	8,072		*Total Expenses*	29,000	28,000
25,920	24,458	18,058	31,850	11,428		*Total Budget*	36,250	35,250

TOWN MANAGER

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

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

The Town Manager is responsible for the annual operating and capital budget preparation, presentation, and the administrative oversight of its implementation. Preparation is initiated in late November with request for submissions by departments. The budget is prepared by February 15th of each year. Then the budget review process involving the Board of Selectmen and Finance Committee begins and concludes at the annual town meeting on the third Monday in May.

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

The Town Manager is the Town's Purchasing Official and is responsible for the purchasing function and coordinating the formulation, distribution and award of formal bids generated by various departments and signs all contracts. Compliance with the public bidding laws is monitored.

Along with general administrative support, this budget includes support services for various Town Boards and organizations as well as town events and celebrations.

The Town Manager's office administers the Personnel function. The Assistant Town Manager's position was revised to include responsibility for the Personnel function, all collective bargaining functions, and all union relationships. This would include participation in all collective bargaining sessions with Labor Counsel, negotiation and resolution of union grievances and arbitrations, interpretation and enforcement of collective bargaining contracts.

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

TOWN MANAGER

The office processes approximately 1,400 Request for Leave forms each year and another 300 Personnel Action forms relating to salary increases, promotions, new hires, probationary period, etc. All forms are reviewed for correctness and then entered into the Town's computer system. In January of each year, employees are notified of their accumulated sick leave, vacation leave and personal leave. The Personnel Department provides services to many departments, includes monies for training and development for new employees, and supports the annual Employee Recognition Picnic and ceremony.

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

The wage adjustment line in the Town Manager's budget provides the funding necessary to adjust town employees' salaries consistent with negotiated collective bargaining agreements. When settlements are known, these funds are placed directly in individual department budgets. Also included is the potential payoff of benefits to qualifying employees who retire or leave town service and are owed leave time.

The Town Manager's office is responsible for the Town Web site, Facebook, the Electronic Message Board, and in general, the dissemination of information and communication with our residents and the media. In addition to our online presence, this office publishes the "Save the Date" flyer sent to residents through their utility bills. This office also manages public meeting space and the posting of meetings in accordance with the Open Meeting Law. Our Web site and Facebook page provide vital information to residents during various emergencies and also provide the Town with valuable feedback.

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
379,514	352,326	404,909	522,054	180,203	Salary & Wages	472,331	472,331
15,082	165,585	215,398	26,950	5,502	Operating Expense	128,325	125,475
394,596	517,911	620,307	549,004	185,705	*Total Budget*	600,656	597,806
14,000	14,000	14,000	14,000	4,250	Indirects Included:		
8,000	8,000	8,500	8,500	4,250	HMLD Indirect Charge	14,000	14,000
22,000	22,000	22,500	22,500	8,500	Water Sewer Enterprise Fund	8,500	8,500
					Indirects	22,500	22,500

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Object Description	Request FY 2021	Manager FY 2021
166,458	148,972	156,871	160,619	79,372	5110 Town Manager	170,132	170,132
66,690	71,305	83,171	54,606	26,726	5111 Administrative Assistant	58,498	58,498
49,529	51,514	50,188	54,606	26,726	5112 Clerical TM/Personnel	58,365	58,365
60,420	40,836	85,612	90,804	44,185	5113 Asst. Town Manager	97,277	97,277
4,928	5,625	6,283	6,419	3,194	5143 Town Manager Deferred Comp	11,059	11,059
3,000	0	0	0	0	5144 Incentive Plan		0
0	0		120,000	0	5150 Wage Adjustment	42,000	42,000
			5,000	0	OPEB Contribution Reimbursement	5,000	5,000
28,489	34,074	22,784	30,000	0	5152 Accrued Benefit Buy Out	30,000	30,000
379,514	352,326	404,909	522,054	180,203	*Total Salary & Wages*	472,331	472,331
4	4	4	4	4	# Personnel F/T	4	4
0	0	0	0	0	# Personnel P/T	0	0
4,060	3,103	3,355	3,100	1,548	5242 Equipment Maintenance	2,625	2,625
0	275	0	3,850	225	5301 Advertising	3,850	1,000
885	1,015	1,041	1,600	1,278	5306 Drug/Alcohol Testing	1,600	1,600
					N Mandatory Onboarding HR Charges	800	800
1,005	1,246	1,230	1,200	456	5340 Cell Phone Expense	1,250	1,250
525	625	204	700	0	5343 Postage	700	700
1,051	829	953	1,200	607	5410 Petro	1,200	1,200
2,753	2,322	2,148	4,000	628	5421 Office Supplies	5,000	5,000
2,691	3,213	2,388	3,000	0	5422 Printing	3,000	3,000
15	35	0	500	0	5480 Vehicle Maintenance	500	500
0	2,595	2,726	2,000	0	5510 Training	2,000	2,000
0	521	841	800	0	5711 Mileage	800	800
489	380	483	1,900	275	5731 Association Dues	1,900	1,900
42	46	0	100	0	5732 Subscriptions	100	100
1,566	1,486	3,329	3,000	485	5733 Expense of Meetings	3,000	3,000
0	147,894	0	0	0	5734 Growth and Population Study	0	0
0	0	46,700	0	0	5736 Eagle Lake	0	0
0	0	150,000	0	0	5737 Capital Asset Study	0	0
					N Playing Fields Study	35,000	35,000
0	0	0	0	0	N Building Study Starbard & Town Hall	65,000	65,000
15,082	165,585	215,398	26,950	5,502	*Total Expenses*	128,325	125,475
394,596	517,911	620,307	549,004	185,705	*Total Budget*	600,656	597,806

INFORMATION TECHNOLOGY

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

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

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

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

INFORMATION TECHNOLOGY

5. SPECIAL PROJECTS

Server Infrastructure Replacement: The IT Department maintains the servers for all functions of Town of Holden information needs. Our former server infrastructure consisting of a VMware virtualized environment on a system comprised of a blade server, Storage Area Network (SAN), and network switchgear, is currently being changed. This year, Holden IT replaced the blade server/SAN model with a new technology known as hyper-convergence.

Hyperconvergence is a drastically different approach to a data center. It removes the SAN completely. The servers, and storage are now all fused into a single appliance. Because there is less equipment to purchase, maintain, and support, the recurring costs of supporting a hyperconverged environment are significantly lower than what we have now. We will even save money on electricity/cooling costs. Hyperconvergence allows you to quickly and easily restore data, where it used to take hours.

Fiber Network IT Grant: The Town was awarded an IT Grant to create a fiber network between Town buildings along or adjacent to the Main Street corridor and to tie fiber into the prospective DPW facility. The Town's existing fiber network is near capacity and not all Town buildings are connected to the existing network. This project will allow the majority of the Town facilities to have ready access to a high speed fiber information network, as well as improve public safety capabilities, increase efficiencies and cost savings, quicken response times and improve public access to local government services.

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
228,346	237,258	247,166	254,043	127,025	Salary & Wages	265,018	265,018
146,042	143,946	143,001	176,619	140,608	Operating Expense	156,827	155,527
374,388	381,204	390,167	430,662	267,633	*Total Budget*	421,845	420,545
80,000	80,000	87,000	87,000	21,750	Indirects Included:		
15,000	15,000	16,000	16,000	8,000	HMLD charge	87,000	87,000
9,000	9,000	9,000	9,000	4,500	Water Sewer Enterprise F	16,000	16,000
104,000	104,000	112,000	112,000	34,250	Inspections	9,000	9,000
					Indirects	112,000	112,000

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
80,766	83,958	86,296	88,023	44,000	5111	System Administrator	90,664	90,664
79,450	81,034	83,598	84,638	42,320	5113	Network Administrator	87,177	87,177
68,130	72,266	77,272	81,382	40,705	5119	Business Analyst	87,177	87,177
228,346	237,258	247,166	254,043	127,025		*Total Salary & Wages*	265,018	265,018
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
17,774	16,859	39,900	3,500	3,850	5242	Hardware Equip Maint	6,767	6,767
53,944	69,129	56,815	70,466	59,491	5243	Software Support	53,271	53,271
25,565	8,114	7,404	11,900	7,002	5244	Telephone Support	8,005	8,005
4,400	197	0	5,000	0	5311	Software Purchase	0	0
2,169	2,012	2,145	2,100	714	5340	Cell Phone	2,100	2,100
0	12	0	100	0	5343	Postage	100	100
448	341	163	300	0	5421	Office Supplies	300	300
0	0	0	1,200	0	5510	Training/Tech Support	2,500	1,200
1,950	1,950	1,950	1,950	0	5710	Car Allowance	1,950	1,950
100	100	100	200	0	5731	Association Dues	100	100
29	0	0	250	0	5733	Expense of Meetings	150	150
39,663	45,232	34,524	48,953	38,851	5783	License/Internet Access Fee	42,455	42,455
0	0		30,700	30,700	5794	Hardware Equip Purchase	39,129	39,129
146,042	143,946	143,001	176,619	140,608		*Total Expenses*	156,827	155,527
374,388	381,204	390,167	430,662	267,633		*Total Budget*	421,845	420,545

ACCOUNTING BUDGET

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

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

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

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

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

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

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

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

3. CAPITAL PROJECTS –

- a. **Mt View School Building** – The final close out of this project has occurred (during FY20) and final reimbursement has been received. There will be additional available funds voted to cover expenses that MSBA determined to be non-reimbursable.
- b. **18 Industrial Drive/DPW Building** – While additional state reporting is not required for this project, there will continue to be an increase in contracts, purchase orders and payments that will be tracked and processed through the accounting office.
- c. **Regional Dispatch** – It is anticipated that Paxton will be integrated into the regional center by the end of FY20. As a result, a significant number of contracts, purchase orders, and invoices will need to be prepared and/or reviewed. Managing the Development grant for this project, tracking expenses, requesting reimbursements from the state and quarterly reporting continue to be handled in the accounting office. This office is also responsible for submitting monthly reimbursement requests for employee salaries to the State under the Support and Incentive grant.

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
164,222	145,760	171,396	181,205	89,528	Salary & Wages	209,867	209,867
24,470	26,257	25,837	28,700	16,457	Operating Expense	34,400	34,400
188,692	172,017	197,233	209,905	105,985	*Total Budget*	244,267	244,267
					Indirects Included:		
10,000	12,000	12,000	12,000	3,000	HMLD charge	12,000	12,000
1,300	1,300	1,350	1,350	675	Recreation	1,350	1,350
1,900	1,900	1,960	1,960	980	Before/After School	1,960	1,960
1,200	1,200	1,300	1,300	650	Cable Revolving	1,300	1,300
8,500	8,500	10,000	10,000	5,000	Water Sewer Enterprise Fund	10,000	10,000
3,000	3,000	3,200	3,200	1,600	Solid Waste	3,200	3,200
0	0	1,200	1,200	600	Inspections	1,200	1,200
25,900	27,900	31,010	31,010	12,505	Indirects:	31,010	31,010

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
91,882	98,395	105,542	110,919	55,036	5111	Town Accountant	114,246	114,246
72,340	47,365	65,854	70,286	34,492	5112	Clerical	95,621	95,621
164,222	145,760	171,396	181,205	89,528		*Total Salary & Wages*	209,867	209,867
2	2	2	2	2		# Personnel F/T	2	2
0	0	1	1	1		# Personnel P/T	1	1
22,000	23,000	23,000	25,000	15,000	5300	Audit	26,000	26,000
0	0	0	0	0	5242	Equipment Maint (IT)	4,200	4,200
0	150	0	200	0	5343	Postage	200	200
1,149	1,165	920	1,300	338	5421	Office Supplies	1,300	1,300
125	185	125	200	125	5731	Association Dues	200	200
1,196	1,757	1,792	2,000	994	5733	Training/Education	2,500	2,500
24,470	26,257	25,837	28,700	16,457		*Total Expense*	34,400	34,400
188,692	172,017	197,233	209,905	105,985		*Total Budget*	244,267	244,267

TREASURER/COLLECTOR

The Treasurer/Collectors Office is responsible for the cash management functions for the Town of Holden. This principally includes the deposit, withdrawal, transfer, investment and borrowing of all Town funds, as well as, daily and monthly cash reconciliation and collateral reporting; posting and reconciliation of Treasurer's receipts; short- and long-term debt implementation, including annual disclosure requirements; processing of all departmental receipts; responsibility for Trust Funds and OPEB account transfers and investment.

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

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

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

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

The fiscal year 2021 expense budget for the Treasurer/Collectors Office increased slightly for anticipated postage increases, equipment replacement as well as the cost for the biennially required GASB study for Other Post Employment Benefits (OPEB) which is due in FY 2021.

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
215,128	215,302	224,620	229,637	115,724	Salary & Wages	239,878	239,878
65,253	54,327	62,351	59,400	14,905	Operating Expense	71,400	71,400
280,381	269,629	286,971	289,037	130,629	*Total Budget*	311,278	311,278
					Indirects Included:		
2,000	20,000	20,000	20,000	5,000	HMLD charge	20,000	20,000
13,500	13,500	14,500	14,500	750	Water/Sewer Reimburse	14,500	14,500
5,800	5,800	5,975	5,975	2,988	Recreation Reimburse	5,975	5,975
8,000	8,000	8,250	8,250	4,125	Before/After School	8,250	8,250
1,200	1,200	1,300	1,300	650	Cable Revolving	1,300	1,300
9,000	9,000	9,200	9,200	4,600	Solid Waste	9,200	9,200
0	0	1,200	1,200	600	Inspections	1,200	1,200
39,500	57,500	60,425	60,425	18,713	Indirect Costs	60,425	60,425

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
88,372	95,144	98,790	96,319	50,365	5111	Treasurer/Collector	99,209	99,209
126,422	119,716	125,684	132,318	65,245	5112	Clerical	139,669	139,669
334	442	146	1,000	114	5132	Overtime	1,000	1,000
215,128	215,302	224,620	229,637	115,724		*Total Salary & Wages*	239,878	239,878
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
1,564	500	878	1,000	1,353	5242	Equipment Maintenance	1,500	1,500
1,633	3,366	2,721	3,000	0	5301	Tax Title/Advertising	3,000	3,000
8,210	3,173	6,381	8,500	2,840	5305	Tax Foreclosure	8,500	8,500
23,691	22,312	23,782	24,000	7,050	5343	Postage	25,000	25,000
2,833	3,285	3,486	4,000	276	5421	Office Supplies	4,000	4,000
6,171	9,160	7,170	7,000	290	5580	Billing Expense	7,500	7,500
1,500	1,500	1,500	1,500	750	5710	Car Allowance	1,500	1,500
300	125	240	400	225	5731	Association Dues	400	400
453	73	373	1,000	568	5733	Training/Education	1,000	1,000
11,698	10,833	8,320	9,000	1,553	5784	Bank Charges	9,000	9,000
7,200	0	7,500	0	0	5785	OPEB Study	10,000	10,000
65,253	54,327	62,351	59,400	14,905		*Total Expense*	71,400	71,400
280,381	269,629	286,971	289,037	130,629		*Total Budget*	311,278	311,278

BOARD OF ASSESSORS

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

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

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

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

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
83,593	88,656	95,108	96,319	47,791	5110	Principal Assessor	99,209	99,209
62,563	63,119	55,777	59,621	25,552	5112	Clerical	64,598	64,598
7,325	5,455	5,570	18,720	2,695	5119	Data Collector PT	18,720	18,720
3,200	3,200	1,733	3,200	800	5120	Board of Assessors	3,200	3,200
3,000	3,000	3,000	3,000	0	5126	Mapper	0	0
159,681	163,430	161,188	180,860	76,838		*Total Salary & Wages*	185,727	185,727

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

0	111	18	600	0	5242	Equipment Maintenance	13,200	13,200
289	289	292	350	131	5340	Cell Phone	350	350
2,200	2,200	2,200	2,200	0	5343	Postage	2,200	2,200
1,219	1,365	1,295	2,000	64	5421	Office Supplies	2,000	2,000
824	901	151	2,000	0	5422	Printing	2,000	2,000
1,861	2,260	1,789	3,500	574	5510	Personnel Training	3,500	3,500
2,387	2,850	2,823	3,000	1,274	5711	Mileage Reimbursement	3,000	3,000
162	162	159	500	50	5731	Association Dues	500	500
46	46	163	200	0	5732	Subscriptions	200	200
813	734	202	850	156	5784	Deeds/Abstracts	850	850
48,650	11,000	11,600	15,000	11,000	5791	Revaluation	15,000	15,000
479	887	362	500	419	5794	Office Equipment	500	500
58,930	22,805	21,054	30,700	13,668		*Total Expense*	43,300	43,300
218,611	186,235	182,242	211,560	90,506		*Total Budget*	229,027	229,027

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.

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
163,465	106,143	112,730	110,000	37,956	5300	Town Counsel	110,000	110,000
85,230	63,831	34,500	40,000	44,063	5302	Collective Bargaining	40,000	40,000
31,939	22,790	22,601	30,000	880	5301	Labor Relations	30,000	30,000
280,634	192,764	169,831	180,000	82,899		*Total Expense*	180,000	180,000
280,634	192,764	169,831	180,000	82,899		*Total Budget*	180,000	180,000

TOWN CLERK

The position of Town Clerk in the Commonwealth of Massachusetts is an ancient and honorable one. Originally modeled after a similar position in England, incumbents enjoyed substantial prestige, exercised wide authority and were held accountable for extensive responsibilities in local governmental operations.

The office of the Town Clerk traditionally, and to a large degree presently, can be compared to a hub around which the wheel of local government revolves. The spokes of the wheel represent the various boards, departments and committees within the government to which the Town Clerk relates in a direct way. The rim of the wheel represents the many segments of State and County Government from which many of the Town Clerk's official duties and responsibilities stem.

And yet, despite the fact that the General Court over the years, has added constantly to the duties, complexities, problems, authorities and responsibilities of the office it no longer enjoys, in much of New England, the standing and prestige in local government it once held. (Town Clerk Manual, Volume 1)

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

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

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
99,676	73,511	78,875	83,085	41,250	5110	Town Clerk	83,029	83,029
80,912	84,780	90,088	92,413	46,624	5112	Clerical	97,600	97,600
1,150	1,150	1,150	1,150	575	5125	Registrar/Census Coll.	1,150	1,150
18,386	5,441	24,542	20,000	0	5126	Election/Tn Mtg Pers.	32,815	32,815
1,170	571	1,126	1,250	240	5132	Overtime	1,820	1,820
201,294	165,453	195,781	197,898	88,689		*Total Salary & Wages*	216,414	216,414
3	3	3	3	3		# Personnel F/T	3	3
68	68	68	57	68		# Personnel P/T	57	57
512	737	587	700	0	5242	Equipment Maintenance	2,350	2,350
1,441	2,631	970	2,370	2,355	5311	Record Preservation	2,690	2,690
289	289	292	300	131	5340	Cell Phone	400	400
2,697	2,200	2,330	2,300	990	5343	Postage	2,668	2,668
3,921	3,772	2,661	4,000	957	5421	Office Supplies	4,000	4,000
7,300	2,647	8,667	16,000	2,700	5582	Election/TnMtg Expenses	18,000	18,000
7,595	7,421	8,808	8,800	3,183	5583	Census	9,500	9,500
125	221	239	365	96	5711	Mileage Reimbursement	600	400
440	470	470	500	430	5731	Association Dues	600	600
97	101	98	110	60	5732	Subscriptions	110	110
411	1,019	1,031	1,300	522	5733	Education	3,300	1,450
24,828	21,508	26,153	36,745	11,424		*Total Expense*	44,218	42,168
226,122	186,961	221,934	234,643	100,113		*Total Budget*	260,632	258,582

INSURANCE BUDGET

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

The Town will continue to offer Fallon Health for the upcoming fiscal year 2021. The town currently pays 80% of HMO premiums for employees hired before 7/1/2009 and 75% for employees hired after that date. Employees may also enroll in a Preferred Provider plan with a 50/50 cost sharing. Holden retirees eligible for Medicare are required to enroll in Medicare supplemental plans. In addition to the Fallon Medicare Plans, Holden will continue to offer Tufts Medicare Preferred to the Medicare eligible retirees and will pay 74% of the Medicare HMO premiums and 50% of PPO plan.

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

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

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

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

INSURANCE

- An employee Flexible Spending Account was implemented in FY10. The FY21 budget is level funded at \$7,000.
- The premium cost for the Property & Liability Insurance is allocated across these additional funds: Recreation Programs, Recreation After-School Program, and Cable TV. These amounts will be included in those budgets located elsewhere in this budget booklet, as are the allocations to the Light Department and the Water/Sewer Fund.

Estimated Insurance Budgets

Department	Health	Life	Medicare	Property & Liability
Light	380,000	1,400	27,000	52,200
Water/Sewer	115,000	450	10,200	26,100
Solid Waste	10,000	15	500	
Inspections	25,000	90	2,550	
Recreation	9,000	0	0	3,300
After School	42,000	115	8,700	1,700
Cable	19,000	38	1,500	808
General Fund	1,700,000	6,000	144,000	191,840
Total	2,300,000	8,108	194,450	275,948

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Object Description	Request FY 2021	Manager FY 2021
79,749	77,484	62,589	75,000	62,872	5171 Workers Compensation Policy	66,017	66,017
109,818	112,246	119,339	125,000	60,204	5173 Town Medicare	144,000	144,000
14,195	5,216	5,366	6,000	2,773	5174 Life Insurance	6,000	6,000
1,246,428	1,311,073	1,444,011	1,650,000	744,551	5175 Health Insurance	1,700,000	1,700,000
30,544	7,594	7,256	75,000	0	5740 Unemployment Insurance Pay As You Go	75,000	75,000
159,178	175,506	99,111	101,400	102,219	5741 Property/General Liability	107,330	107,330
34,204	34,111	32,138	33,200	40,242	5742 Police Insurance Policy	42,255	42,255
34,204	34,111	32,138	33,200	40,242	5743 Fire Insurance Policy	42,255	42,255
1,220	1,120	1,120	1,200	920	5744 Official Bonds	1,200	1,200
4,775	4,758	6,573	7,000	2,596	5746 Flexible Spending Account	7,000	7,000
1,714,315	1,763,219	1,809,641	2,107,000	1,056,619	*Total Expense*	2,191,057	2,191,057
1,714,315	1,763,219	1,809,641	2,107,000	1,056,619	*Total Budget*	2,191,057	2,191,057

RETIREMENT

The base retirement assessment is paid in part by the Municipal Light Department, the Water/Sewer Department, the Recreation Department (both Programs and Before/After School), the Solid Waste, Inspections, and Cable TV Funds, with the balance paid by the Town General Fund. An additional surcharge to cover those employees who retired under the Early Retirement Incentive Program in 2002 is apportioned according to the retiree's former position and charged to the Light, Water/Sewer Departments and to the Town General Fund.

The Worcester Regional Retirement Board's Assessment is based on an Actuarial Allocation Method and includes a specific assessment for the Holden Municipal Light Department. The budget request for this Program Description is for the General Fund portion of the assessment which increased 12%. There is an additional \$2,799 added to the General Fund budget in the event that the Town receives an invoice for an employee who may have been called to active military duty

Since FY2010 the Town of Holden has taken advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a total savings of \$44,614.

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$371,957	\$17,362	\$389,319
Water/Sewer	116,080	7,640	123,720
Recreation Programs	23,200		23,200
Recreation After School	24,000		24,000
Solid Waste	7,000		7,000
Inspections	23,000		23,000
Cable TV	18,600		18,600
General Fund	1,737,751	44,450	1,785,000
Total	\$2,321,588	\$69,452	\$2,393,839

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
1,375,352	1,381,561	1,528,348	1,600,000	1,596,914	5177	Retirement	1,785,000	1,785,000
1,375,352	1,381,561	1,528,348	1,600,000	1,596,914		*Total Expense*	1,785,000	1,785,000
1,375,352	1,381,561	1,528,348	1,600,000	1,596,914		*Total Budget*	1,785,000	1,785,000

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2021. As of June 30, 2019, the total long-term debt outstanding for the Town of Holden was \$38,606,452.40 of which \$11,049,635.86 is considered to be inside the debt limit, and \$27,556,816.54 to be outside the debt limit. The Town of Holden's debt limit is set by statute at 5% of the Town's equalized assessed valuation (EQV). The EQV is a number that is calculated by the Commonwealth and is used by the state for purposes of statistical comparison among the 351 cities and towns. The state issues a new EQV biennially for each city and town. The Town's EQV is \$2,377,246,900 and results in a debt limit of \$118,862,245.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The debt for the Town's three elementary schools was paid in full in Fiscal Year 2020. The Debt Service for the Public Safety Building (less \$1,340.96 for an amortized bond premium) is also debt excluded. The final debt excluded number does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget.

The Town of Holden authorized the replacement of the Mountview Middle School in April, 2013. The Town of Holden issued a permanent bond in the amount of \$15 million in June, 2016 and an additional \$4,015,000 in June, 2017 (debt exclusion reduced by \$32,010 for an amortized bond premium) Holden also renewed a Bond Anticipation Note (BAN) in the amount of \$920,000 to pay the balance of the expenses due on Mountview School. The final audit of the Mountview Middle School project has been completed by the Massachusetts School Building Authority, the final reimbursement from the State has been received and the BAN will be paid off in June of 2020.

In December, 2018 the Town of Holden voters approved a debt excluded project in the amount of \$18,550,000 to build a new DPW facility at 18 Industrial Drive. The Town issued \$9 million in Bond Anticipation Notes in November, 2019 to fund the early stages of this project.

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

DEPARTMENT		FUNCTION		FUNCTION CODE		
Non-Departmental		Debt Service		01-710		
DEPARTMENT HEAD		PREPARED BY				
Sharon A. Lowder		Sharon A. Lowder				
Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Object Description	Manager FY 2021
EXEMPT DEBT						EXEMPT DEBT
2,555,950	2,557,600	2,548,000	2,550,000	2,550,000	5921 DE School Building	0
115,179	13,089	18,324	30,000	0	5920 DE Mt. View BAN	0
988,262	953,375	956,425	957,000	153,500	5929 DE Public Safety Building	961,000
220,425	211,150	0	0	0	5927 DE Pool	0
1,331,505	1,651,075	1,258,125	1,220,625	235,313	5932 DE Mt.View Construction Perm	1,183,125
		351,350	345,200	70,100	5933 DE Mt.View Construction Perm	332,000
0	0	0	0	0	N DE Public Works Building BAN	179,000
0	0	0	0	0	N DE Public Works Building Perm	146,250
0	0	0	0	0	N DE School Capital Project Perm	14,625
5,211,321	5,386,289	5,132,224	5,102,825	3,008,913	sub-total	2,816,000
NON-EXEMPT DEBT						
59,849	0	0	0	0	5931 Mountview Feasibility Study	0
3,804	3,804	3,804	3,804	3,804	5925 Septic Repair	0
72,013	72,013	72,013	72,014	39,527	5928 Connection Loan Debt (2)	72,677
74,162	0		0	0	595001 Capital Plan Borrowing FY12	0
41,600	40,800		0	0	595003 Capital Plan Borrowing FY13	0
103,950	99,450	95,400	91,800	91,800	595002 Capital Plan Borrowing FY15	0
0	0	142,874	135,450	10,225	595005 Capital Plan Borrowing FY18	119,700
355,378	216,067	314,091	303,068	145,356	sub-total	192,377
5,566,699	5,602,356	5,446,315	5,405,893	3,154,269	*Total Budget*	3,008,377
Infrastructure Investment Fund						
222,889	0	0	0	0	Municipal Pool	0
325,000	0	0	0	0	Public Safety Building	0
547,889	0	0	0	0	*Total*	0

General Funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by approximately \$40,478 from bond/BAN premiums for an estimated net net exclusion for town debt of \$2,775,522

General Funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by approximately \$40,478 from bond/BAN premiums for an estimated net net exclusion for town debt of \$2,775,522

PLANNING AND DEVELOPMENT

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

The Planning Board meets twice monthly throughout the year and is responsible for reviewing applications for land development, creation of lots, site plan review for commercial projects, and developing and administering the Town of Holden Zoning Bylaws and Subdivision Control Regulations. Technical support to the Planning Board is provided by the Director. Currently the Planning Board is working to implement many of the recommendations made by the Master Plan Committee regarding Holden's future development.

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

The Board of Health meets monthly and is charged to protect the health and welfare of Holden's residents. The Town is a member of the Central Massachusetts Regional Public Health Alliance, services are provided within three areas of jurisdiction; public health, food handling and service, and private waste disposal and private water supplies. The Board of Health is also the lead agency with Fire and Police in emergency response for natural or community wide emergencies. In the broad area of public health, the health division is responsible for community planning for infectious diseases and immunization, swimming pool regulations, and tobacco products control and sale. The alliance conducts regular inspections of food handling establishments, school cafeterias, and restaurants to insure compliance with the State regulations for safely storing, preparing, and serving food. Lastly the alliance is responsible for observing soil testing, reviewing design, and inspecting the installation of private septic systems and private water supply wells. This work is done to insure compliance with the appropriate State regulations.

PLANNING AND DEVELOPMENT

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

The Planning and Development staff prepare and organize over 80 public meetings in the course of one year. Depending upon complexity and legal requirements, additional meetings are often scheduled in order to provide a timely, but effective hearing and review for the applicant. For special purpose committees such as Open Space, Affordable Housing, and the Master Plan Update Committees meetings occur less frequently due to the broad community issues considered by these committees and the fact that these committees have no regulatory responsibilities.

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

Budget Highlights for Fiscal 2021

1. Holden continues to participate in the regional Board of Health programs which under the current scenario will provide expanded public health services to Holden's residents at a cost approximately equivalent to current expenditures. Currently, the Regional Board of Health, coordinated by the City of Worcester, provides public health service using a group of specialized inspectors to the towns of Holden, Shrewsbury, Millbury, Grafton, Leicester, and West Boylston. The contract was renewed for three years in FY 2019.
2. The Department continues to expand upon an online filing program, hoping to streamline permitting throughout the Department. The Building Department experienced a very successful transition into the electronic permitting process, which has successfully being expanded to include all Board of Health Permitting and Inspectional Services. There is now a line item allocated for the annual funding requirements to sustain this system.

3. The continued growth and environmental constraints experienced throughout the Town have warranted increasing hours for the Conservation Agent, the inspections required to be conducted throughout various phases of construction of the Conservation Commission are increasing. Additional hours will aid in much needed attention to forest stewardship plans, open space conservation, and the open space and recreation plan.
4. The Department will continue to implement results of the 2019 Update of the Town of Holden Master Plan in FY2021, which will include updating the 2012 Open Space and Recreation Plan requiring the formation of an Open Space Recreation Committee and funds to support this Committee.
5. The Department has allocated funds to look at the most efficient re-use potential of the former Department of Public Works site to maintain continued use of the Fire Station and create a mixed use site which the potential to provide both vehicular and pedestrian connections to Main Street.

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
66,933	69,249	76,109	77,055	47,791	5110	Director of Planning and Development	79,367	79,367
26,293	28,255	29,258	33,855	0	5111	Code Enforcement Officer	34,871	34,871
32,074	33,915	39,691	45,392	44,872	5112	Clerical	46,572	46,572
1,671	1,631	1,157	3,500	426	5122	Clerical Meetings	4,500	4,500
770	0	0	0	0	5119	Barn Inspection	0	0
20,807	20,578	22,452	25,562	11,934	5120	Conservation Agent	43,059	43,059
148,548	153,628	168,667	185,364	105,023		*Total Salary & Wages*	208,369	208,369
4	4	4	4			# Personnel F/T	4	4
3	2	2	2			# Personnel P/T	1	1
10,196	10,106	10,102	10,500	0	5298	Wachusett Recycling Center	11,700	11,700
1,500	1,500	1,500	1,500	796	5299	Greenway Task Force	1,500	1,500
2,558	2,604	1,299	2,400	302	5301	Advertising	2,000	2,000
25	2,001	0	2,600	0	5303	Consulting Services	2,600	2,600
1,500	23,500	0	6,500	0	5311	Software License/Support	6,500	6,500
1,224	1,456	1,230	1,400	681	5340	Cell Phones	2,500	2,500
2,670	2,467	2,675	3,500	445	5343	Postage	3,200	3,200
4,120	2,465	2,729	3,000	836	5421	Office Supplies	3,000	3,000
0	0	406	1,200	276	5500	Health Programs (Stericycle)	1,200	1,200
850	815	965	1,500	450	5509	Train/Educ/Programs	1,500	1,500
28	0	0	0	0	5510	Technical Ref Books	0	0
629	0	0	1,000	108	5582	Non Capital Equipment	1,000	1,000
2,173	2,123	300	3,000	4,967	5711	Mileage Reimbursement	2,000	2,000
4,613	4,728	4,846	5,200	1,101	5730	CMRPC Dues	5,400	5,400
1,491	1,212	1,150	1,800	0	5731	Association Dues	1,600	1,600
42	46	0	0	0	5732	Publications	0	0
0	0	0	300	0	5733	Expense of Meetings	300	300
0	0	0	0	0	5792	Master Plan	0	0
71,244	73,020	75,980	77,500	32,292	5793	Board of Health Regionalization	79,050	79,050
			5,000	0	N	Open Space and Rec Plan	5,000	5,000
				0	N	Re-Use Analysis Adams Rd	40,000	40,000
675	150	64	1,000	30	5794	Software Purchase	1,000	1,000
105,538	128,193	103,246	128,900	42,284		*Total Expenses*	171,050	171,050
254,086	281,821	271,913	314,264	147,307		*Total Budget*	379,419	379,419

SEALER WEIGHTS & MEASURES

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

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

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

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

BUDGET HIGHLIGHTS

1. The Sealer is compensated on an annual basis there is a one time increase in the supplies line item to purchase a stainless steel test measure utilized to verify meters for the determination of liquid commodities. This testing equipment is over twenty years old and is need of replacement to obtain accurate weights.

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
4,000	4,000	4,000	4,000	2,000	5120	Sealer Wgths/Measures	4,000	4,000
4,000	4,000	4,000	4,000	2,000		*Total Salary & Wages*	4,000	4,000
0	0	0	0			# Personnel F/T		
1	1	1	1			# Personnel P/T		
546	495	1,400	400	400	5582	Supplies	1,200	1,000
300	400	400	400	200	5710	Car Allowance	400	400
75	280	400	300	185	5731	Association Dues/Ed	300	300
921	1,175	2,200	1,100	785		*Total Expense*	1,900	1,700
4,921	5,175	6,200	5,100	2,785		*Total Budget*	5,900	5,700

TOWN OF HOLDEN**FY 2021 BUDGET**

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Request FY 2021	Manager FY 2021
PUBLIC SAFETY							
Police Department	2,064,360	2,100,658	2,155,980	2,485,853	1,122,172	2,523,869	2,522,369
Dispatch	306,040	259,480	232,495	683,223	185,563	699,031	698,731
Animal Control	58,152	58,154	69,853	56,159	25,989	74,549	74,549
Fire Department & EMS	2,076,599	2,072,889	2,104,261	2,275,423	1,023,239	2,283,429	2,283,429
Emergency Management	87,989	85,208	81,960	85,800	38,342	90,195	90,195
Public Safety Building	177,956	213,748	163,698	207,500	61,041	202,500	202,500
TOTAL	4,771,096	4,790,137	4,808,247	5,793,958	2,456,346	5,873,573	5,871,773

POLICE DEPARTMENT

ADMINISTRATION

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

CRIME PREVENTION

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

INVESTIGATION

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

POLICE DEPARTMENT

TRAFFIC DIVISION

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

COMMUNITY POLICING

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
116,453	123,626	131,749	129,939	65,961	5110	Chief of Police	112,042	112,042
70,116	0	6,350	44,608	3,406	5111	Admin Labor (50% Lieut)	46,250	46,250
40,998	41,660	42,497	61,733	21,676	5112	Admin Clerical	71,654	71,654
0	0		5,521			Promote Sargeant (3rd)	2,715	2,715
5,617	5,167	1,171	10,000	2,272	5113	Community Policing	10,000	10,000
531,325	553,940	530,879	544,657	279,415	5114	Crime Labor	524,415	524,415
144,401	151,594	152,580	241,404	82,449	5115	Invest Detectives	250,625	250,625
501,712	583,262	592,844	676,567	324,204	5116	Highway Patrolmen	717,464	717,464
13,601	9,060	23,472	35,000	7,751	5119	Part Time Officers	11,000	11,000
61,198	65,206	66,376	63,510	36,031	5121	School Resource Officer	75,624	75,624
56,881	62,143	63,649	64,923	32,213	5122	PD Administrator	66,871	66,871
9,198	2,044	14,153	10,000	0	5132	Admin Special Details	10,000	10,000
15,308	13,576	7,329	35,750	2,929	5134	Court Overtime	35,750	35,750
22,821	24,892	38,673	40,000	9,142	5135	O T Misc & Training	40,000	40,000
42,141	42,226	39,885	40,000	42,272	5136	Highway OT Det/Invest	40,000	40,000
7,500	5,000	5,570	6,000	6,000	5140	Performance Bonus	6,000	6,000
1,075	1,075	1,075	1,075	0	5143	Physical Fitness	0	0
12,018	22,015	15,000	27,015	0	5144	Education	32,015	32,015
10,526	13,788	14,889	15,000	8,643	5147	Shift & Supervisor Differential	17,000	17,000
5,720	7,785	8,239	6,500	4,034	5148	Holiday Pay	8,000	8,000
200,161	182,691	190,464	200,151	105,119	5160	Education Stipend	205,944	205,944
1,868,770	1,910,750	1,946,844	2,259,353	1,033,517		*Total Salary & Wages*	2,283,369	2,283,369
25	25	25	27	21		# Personnel F/T	27	27
3	3	3	3	3		# Personnel P/T	3	3

Actual FY 2017	Actual FY 2018	Budget FY 2019	Manager FY 2020	December YTD	Object Description	Request FY 2021	Manager FY 2021
65,070	53,182	53,520	40,000	31,377	5242 Equipment Maintenance	50,000	50,000
538	5,983	997	13,000	175	5244 Radio Maintenance	2,000	2,000
1,602	0	503	3,000	806	5304 Physicals	3,000	3,000
16,384	15,932	16,604	15,000	7,662	5340 Pager/Cell Phone	15,000	15,000
1,506	1,503	1,281	1,500	324	5343 Postage	1,500	1,500
23,045	30,134	29,890	30,000	13,852	5410 Petro Products	30,000	30,000
6,660	4,690	7,039	6,000	2,066	5421 Office Supplies	6,000	6,000
8,404	6,873	8,507	4,000	1,393	5430 Building Maintenance	4,000	4,000
18,027	17,944	25,598	25,000	4,020	5480 Vehicle Maintenance	25,000	25,000
371	256	429	500	205	5490 Prisoner Food	500	500
17,805	12,306	21,752	25,000	10,391	5509 Training & Education	25,000	25,000
0	0		10,000		N Training & Uniforms-New Offic	20,000	20,000
1,144	429	0	750	0	5510 Safety Programs	750	750
27,962	34,026	33,312	44,000	14,038	5581 Uniforms	50,000	50,000
3,078	2,251	2,315	1,000	620	5582 Office Equipment	1,000	1,000
665	0	4,950	2,000	0	5584 Defib Equipment	1,000	1,000
3,329	3,561	2,411	2,500	1,606	5731 Association Dues	2,500	2,500
0	0	0	1,500	0	5732 General Laws	1,500	0
0	838	28	750	120	5733 Expense of Meetings	750	750
0	0		500	0	5787 Lockup Fees	500	500
0	0		500	0	5789 Traffic Signs	500	500
195,590	189,908	209,136	226,500	88,655	*Total Expense*	240,500	239,000
2,064,360	2,100,658	2,155,980	2,485,853	1,122,172	*Total Budget*	2,523,869	2,522,369

DISPATCH

WACHUSETT REGIONAL EMERGENCY COMMUNICATIONS CENTER

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

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
30,050	0	30,161	44,609	18,731	5111	Adm Labor (50% Lieut)	46,250	46,250
214,351	197,347	143,307	519,504	139,491	5117	Dispatchers	563,872	563,872
0	0		4,110	0	5117	Promote 1 to Supervisor	2,159	2,159
33,276	31,026	34,512	35,000	5,534	5119	PT Dispatchers	35,000	35,000
12,994	13,319	7,771	40,000	5,685	5135	OT Misc & Training	15,000	15,000
290,671	241,692	215,751	643,223	169,441		*Total Salary & Wages*	662,281	662,281

8.5	9.0	10	11			# Personnel F/T	11	11
9	9	7	7			# Personnel P/T		
0	0	4,445	0	0	5242	Equipment Maintnace	0	0
8,672	10,417	8,663	15,000	15,000	5243	Software Support (IMC)	20,750	20,750
2,930	2,937	2,692	3,500	0	5342	Radio Lines	3,500	3,500
171	498		1,500	1,122	5421	Office Supplies	1,500	1,200
3,596	3,796	304	7,500	0	5509	Training & Education	2,000	2,000
0	140	640	4,500	0	5581	Uniforms	1,000	1,000
0	0	0	8,000	0	5244	Microwave Service Contract	8,000	8,000
15,369	17,788	16,744	40,000	16,122		*Total Expense*	36,750	36,450
306,040	259,480	232,495	683,223	185,563		*Total Budget*	699,031	698,731

120,556	235,028	206,851	227,051	227,051		Additional Funding Sources		
165,648	224,227	334,124	334,124	334,124		Revenue from member towns	251,142	251,142
						Support & Incentive State Grant	390,000	390,000
286,204	459,255	540,975	561,175	561,175			641,142	641,142

ANIMAL CONTROL

LICENSING

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

ASSISTANCE

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

INVESTIGATION/ENFORCEMENT

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
48,671	49,462	57,046	27,100	18,524	5113	Animal Control Officer	46,166	46,166
3,601	2,967	6,866	16,259	3,985	5114	Call Outs	16,683	16,683
0	599	267	1,600	0	5119	Barn Inspection	0	0
628	962	283	2,000	115	5132	Overtime	2,500	2,500
52,900	53,990	64,462	46,959	22,624		*Total Salary & Wages*	65,349	65,349

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

0	0	0	200	0	5244	Radio Maintenance	200	200
865	595	536	900	0	5343	Postage	900	900
2,411	1,054	2,272	3,000	837	5382	Dog Expense	3,000	3,000
869	648	1,080	1,500	388	5410	Petro	1,500	1,500
24	817	201	1,000	2,140	5480	Vehicle Maintenance	1,000	1,000
0	0	0	1,000	0	5510	Education	1,000	1,000
994	1,000	1,181	1,000	0	5581	Uniforms	1,000	1,000
39	0	81	500	0	5582	Equipment	500	500
50	50	40	100	0	5731	Association Dues	100	100
5,252	4,164	5,391	9,200	3,365		*Town Expense*	9,200	9,200
58,152	58,154	69,853	56,159	25,989		*Total Budget*	74,549	74,549

FIRE OPERATIONS

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

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

FIRE AND ACCIDENT PREVENTION

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

Student Awareness and Fire Education (S.A.F.E.) as well as community based CPR programs are supported through Training and Education. S.A.F.E. educates young children and parents in household fire prevention and safety. When offered, CPR programs train the lay person in basic lifesaving measures and early emergency intervention involving sudden cardiac arrest. Another program, we provide is Senior SAFE. In this program, we reach out to Holden's senior citizens and teach fire and life safety techniques through community programs in conjunction with the Senior Center.

INSPECTIONS/PERMITS

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

EMERGENCY PREPAREDNESS

Fire personnel conduct daily inspection tests on all fire department equipment and maintain all apparatus, equipment, and supplies. Personnel must ensure all emergency equipment is fully ready for rapid response. The department hosts a regional Technical Rescue trailer and is a member the Mid-State Technical rescue team. By doing this, Holden has quick access to the capabilities of confined space rescue, trench collapse rescue, building collapse and Dive/swift water rescue. This equipment along with the regional foam trailer and Holden's Hazardous material response trailer put us in a great position to respond to atypical emergencies.

TRAINING

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

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

Holden Fire has two members on the State Hazardous Materials Team. As members of the State team our firefighters respond around the State to major Haz-Mat incidents. The State reimburses the town for training and Haz-Mat calls and an annual physical. The department has several members who are part of the District 8 Technical Rescue Team. This team responds throughout Central Massachusetts when a specialized response is requested. Types of requests include high angle rescue, structural collapse, trench collapse, confined space rescue and dive alerts among others.

SUPPORT SERVICES

The Fire Department administration staff work closely with the Chiefs to provide administrative support for all divisions in the department. This includes maintaining all personnel records, injured on duty claims, and benefit time tracking for 52 paid employees which includes fulltime/on-call members, administration staff, and recruits. The staff also maintains personnel records for 25 volunteer members including fire auxiliary members, the CERT Team members. The staff also assists in managing aspects of the Fire Explorer Post 2012.

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

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

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

EMS OPERATIONS

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

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

LEADERSHIP

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

MEDICAL RESPONSE AND TRANSPORT

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

TRAINING

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

SUPPORT SERVICES

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

EMERGENCY MANAGEMENT

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

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

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

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Object Description	Request FY 2021	Manager FY 2021
121,976	119,609	120,505	127,421	66,952	5110 Chief	133,837	133,837
90,415	153,073	94,429	96,319	47,791	5111 Assistant Chief	99,209	99,209
65,786	64,473	68,227	77,630	35,520	5112 Clerical	80,598	80,598
1,018,430	948,988	1,102,000	1,143,329	560,631	5113 Firefighters Full Time	1,133,260	1,133,260
0	0		79,433	0	5113 N 6 SAFER Postions	135,770	135,770
3,413	3,469	1,229	0	0	5117 Deputy Chiefs	0	0
168,337	149,342	91,150	140,000	26,367	5118 Call Firefighters	120,000	120,000
285,493	267,681	255,070	188,000	84,590	5132 Overtime	150,000	150,000
6,990	7,275	6,850	12,000	2,738	5133 Weekend Coverage	8,000	8,000
0	0	1,500	1,500	0	5144 Education Coord Stipend	1,500	1,500
2,500	2,500	2,750	3,000	1,500	5140 EMS Coord Stipend	3,000	3,000
0	15,518		5,000	26,376	5141 IOD	5,000	5,000
653	648	713	500	975	5147 Shift Lead Pay	500	500
58,775	60,453	64,514	68,887	37,944	5148 Holiday Pay	68,969	68,969
			4,149	0	5148 N Holiday Pay SAFER	6,199	6,199
5,400	15,400	5,200	5,900	750	5160 Education Stipends	5,850	5,850
			575		5160 N Education Stipends SAFER	713	713
12,000	0		15,000	17,719	5142 Residency Stipends	16,710	16,710
		12,188	480		5142 N Residency Stipends SAFER	1,664	1,664
0	0	9,000	18,000	0	5143 Physical Fitness Stipends	18,000	18,000
			1,500		5143 N Physical Fitness Stipends SAFER	3,900	3,900
1,840,168	1,808,429	1,835,325	1,987,123	909,853	*Total Salary & Wages*	1,992,679	1,992,679
19	19	19	25	25	# Personnel F/T	25	25
1	1	1	1	1	# Personnel P/T	1	1
33	20	26	21	21	# Personnel On-Call	20	20
	8	1	3	3	# Personnel Recruits	1	1

Actual FY 2017	Actual FY 2018	Actual FY 2019	Manager FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
3,522	4,374	4,064	4,000	619	5212	Utilities	4,000	4,000
1,190	1,284	1,367	1,500	574	5231	Water/Sewer	1,500	1,500
14,584	20,944	15,770	21,000	14,960	5244	Fire/EMS Equipment Maint	23,000	23,000
2,031	2,031	2,031	2,100	846	5249	Radio/Alarm Lines	2,100	2,100
5,017	4,682	3,290	4,200	1,453	5340	Cell Phone/Pagers	4,000	4,000
17,971	19,873	23,629	25,500	12,066	5410	Petro Products	25,500	25,500
2,406	4,895	2,890	4,500	1,370	5421	Office Supplies	4,500	4,500
7,886	6,626	10,462	6,500	4,104	5430	Building Maintenance	6,500	6,500
26,144	32,009	34,975	36,000	10,352	5480	Vehicle Maintenance	37,000	37,000
647	0	0	1,000	0	5490	Emergency Food	1,000	1,000
2,345	1,105	3,585	2,000	655	5500	Physicals/PAT	2,500	2,500
0	0		2,350		5500	N OSHA Regulatory	0	0
11,723	13,413	8,538	9,000	4,936	5510	Fire Train/Education/Programs	9,000	9,000
8,505	0	7,290	7,000	706	5511	EMS Training/Certification	7,250	7,250
740	2,803	1,513	0	0	5512	Call Firefighter Retention	0	0
8,402	27,948	13,209	16,250	5,341	5581	Uniform Allowance/Cleaning	16,500	16,500
7,129	0	13,304	14,500	336	5583	Uniforms/Protective Equip	14,500	14,500
14,666	14,298	14,550	15,000	2,386	5582	Equipment/Hose	15,000	15,000
32,866	37,817	39,967	40,000	22,283	5584	Medical Supplies/Equip	40,000	40,000
407	244	327	400	0	5711	Mileage Reimbursement	400	400
1,453	0		0	0	5720	Out of State Travel	0	0
26,811	29,846	27,070	30,500	13,103	5783	Licenses and Fees	30,500	30,500
33,738	35,324	41,105	40,000	17,296	5784	EMS Billing Contractor	41,000	41,000
6,248	4,944		5,000	0	5870	C Radio/Pager Purchase	5,000	5,000
236,431	264,460	268,936	288,300	113,386		*Total Expenses*	290,750	290,750
2,076,599	2,072,889	2,104,261	2,275,423	1,023,239		*Total Budget*	2,283,429	2,283,429

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
63,851	67,609	68,883	70,800	35,130	5111	EM Coordinator	75,195	75,195
7,500	6,000	4,750	5,000	2,500	5120	Stipend	5,000	5,000
71,351	73,609	73,633	75,800	37,630		*Total Salary & Wages*	80,195	80,195
1	1	1	1			# Personnel F/T		
0	0	0	0			# Personnel P/T		
666	671	772	1,000	222	5430	Cell Phone	1,000	1,000
764	2,878	1,598	3,000	490	5510	Training	3,000	3,000
15,208	8,050	5,957	6,000	0	5582	Emergency Supplies	6,000	6,000
16,638	11,599	8,327	10,000	712		*Total Expense*	10,000	10,000
87,989	85,208	81,960	85,800	38,342		*Total Budget*	90,195	90,195

PUBLIC SAFETY BUILDING

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

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

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

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

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
69,823	60,110	65,408	64,500	26,712	5212	PSB Utilities	65,000	65,000
4,217	6,637	7,601	6,000	1,188	5214	PSB Fuel/Heating	7,000	7,000
5,885	14,595	7,019	11,000	2,408	5231	PSB Water Sewer	10,000	10,000
51,458	88,583	48,614	56,000	14,606	5242	PSB Mechanical & Maint	53,000	53,000
11,486	8,372	1,711	30,000	0	5244	PSB Maint. Contracts	30,000	30,000
32,629	34,694	32,254	35,000	16,127	5430	PSB Cleaning	35,000	35,000
2,458	757	1,091	5,000	0	5450	PSB Cleaning Supplies	2,500	2,500
177,956	213,748	163,698	207,500	61,041		*Total Expenses*	202,500	202,500
177,956	213,748	163,698	207,500	61,041		*Total Budget*	202,500	202,500

TOWN OF HOLDEN**FY 2021 BUDGET**

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Request FY 2021	Manager FY 2021
PUBLIC WORKS							
Administration	195,512	201,999	206,782	199,491	100,981	208,808	208,308
Engineering	287,809	260,372	274,337	338,313	152,583	362,500	352,000
Highway Division	1,288,527	1,377,291	1,353,426	1,393,520	498,502	1,463,319	1,451,819
Mechanics Division	203,385	204,838	215,439	219,955	104,540	224,248	224,248
Buildings/Grounds	671,388	720,017	814,562	819,418	378,445	913,529	912,529
Garage Division	48,136	65,732	44,812	48,000	16,306	71,500	66,500
TOTAL	2,694,757	2,830,249	2,909,358	3,018,697	1,251,357	3,243,904	3,215,404

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

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

The Department of Public Works - (General Fund) is comprised of five (5) Divisions: Administration; Engineering; Highway; Building & Grounds, and; Mechanics. The Department of Public Works (DPW) is responsible for the planning, design, operations and management of the Town's public works infrastructure and/or assets. The professional staff also provides technical and/or management expertise to other municipal departments and town officials. Holden's infrastructure includes: Over 120-miles of roads; guard rails and street signs; more than 56-miles of sidewalks (of which 20-miles are snowplowed); bridges; storm water infrastructure, including over 2,000 catch basins/manholes, culverts and outfalls; winter snow & ice operations; cemeteries, parks and playgrounds; town-owned buildings (four of which are historic); town landfill; and program management necessary to provide safe and reliable transportation systems for each of our public safety operations, residents, businesses, and visitors.

The DPW (General Fund) consists of a talented group of twenty-five (25) professionals who include the following: Director of Public Works, Senior Civil Engineer, Civil Engineer II, Office Manager, Senior Clerk, Superintendent of Operations, Highway Foreman, Buildings & Grounds Foreman, Mechanics Foreman, two (2) Mechanics, six (6) Equipment Operators III, five (5) Equipment Operators II, and three (3) Laborers. During the summer months, up to four (4) seasonal helpers are employed by the Highway and Buildings & Grounds Divisions.

The Director of Public Works, Office Manager, Senior Clerk, Senior Civil Engineer and Civil Engineer II each share responsibilities with the Water & Sewer Enterprise Fund. The Senior Clerk position is fully funded by the Water & Sewer Enterprise Fund. The others are fully funded from the General Fund.

Administration

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

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

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
120,070	124,398	128,344	129,939	64,473	5110	DPW Director	133,837	133,837
63,441	65,973	66,577	58,172	28,494	5112	Clerical	62,321	62,321
183,511	190,371	194,921	188,111	92,967		*Total Salary & Wages*	196,158	196,158
2	2	2	2			# Personnel F/T		
0	0	0	0			# Personnel P/T		
24	1,239	0	100	0	5244	Radio Maintenance	500	500
666	924	615	650	228	5340	Pagers/Cell Phone	650	650
292	69	790	300	18	5343	Postage	300	300
707	699	601	830	547	5410	Petro Products	900	900
4,147	1,984	2,212	3,000	1,511	5421	Office Supplies	3,500	3,000
3,101	2,006	3,520	2,500	1,915	5422	Printing	3,000	3,000
1,219	1,293	1,904	1,300	107	5480	Vehicle Maintenance	1,000	1,000
21	224	0	100	47	5584	Safety Wear	200	200
1,626	1,388	1,766	2,000	1,636	5731	Association Dues	2,000	2,000
0	0	49	100	59	5732	Books & Periodicals	100	100
198	1,802	404	500	1,946	5733	Expense of Meetings	500	500
12,001	11,628	11,861	11,380	8,014		*Total Expenses*	12,650	12,150
195,512	201,999	206,782	199,491	100,981		*Total Budget*	208,808	208,308

Engineering

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

Engineering manages the stormwater and illicit discharge detection and elimination programs by conducting ongoing field inspections and data collection to comply with the United States Environmental Protection Agency's Phase II Small Municipal Separate Storm Sewer System (MS4) Stormwater General Permit. These ongoing activities necessary to ensure compliance includes the monitoring of project sites, review and testing of suspect discharges and implementation of program goals to achieve best management practices. Similarly, the Division manages contracted services for all post-closure monitoring activities for the Town-owned former Landfill on River Street in order to comply with the requirements of the Massachusetts Department of Environmental Protection which requires the town to monitor, inspect, test and report on all groundwater and gas activities in and around the former landfill.

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
127,293	135,687	150,424	155,523	76,885	5111	Engineers	163,110	163,110
6,817	9,225	7,347	11,840	3,913	5119	Engineer Intern	11,840	11,840
134,110	144,912	157,771	167,363	80,798		*Total Salary & Wages*	174,950	174,950

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

98,419	61,820	69,919	100,000	49,095	5299	Post Closure Monitoring	112,000	112,000
10,000	11,748	7,102	10,000	1,760	5303	Consulting Services	10,000	10,000
1,046	1,099	2,105	1,500	1,161	5306	Design Software	2,500	2,000
15,177	15,000	15,831	15,000	9,950	5311	GIS	18,000	18,000
1,848	1,584	1,987	1,600	656	5340	Pagers/Cell Phones	1,600	1,600
433	69	570	500	18	5343	Postage	500	500
806	1,116	682	1,150	259	5410	Petro Products	1,150	1,150
2,511	1,802	2,687	1,500	776	5480	Vehicle Maintenance	2,000	2,000
3,823	3,980	1,248	3,000	902	5582	Equip/Supplies	3,000	3,000
77	272	253	500	244	5584	Safety Wear	500	500
0	91	0	200	0	5710	Car Allowance/Mileage	200	200
0	400	500	500	0	5731	Association Dues	500	500
18,999	15,340	13,224	35,000	5,702	5732	Storm Water NPDES Permit	35,000	25,000
560	1,139	458	500	1,262	5733	Expense of Meetings	600	600
153,699	115,460	116,566	170,950	71,785		*Total Expenses*	187,550	177,050
287,809	260,372	274,337	338,313	152,583		*Total Budget*	362,500	352,000

Highway

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

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

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

This Division also works closely with the Buildings & Grounds Division to work together on an annual basis to provide leaf composting and brush chipping programs for our residents. These programs are very popular and meaningful for our residents and the materials generated from this program are processed by the DPW and used on soccer fields, baseball fields, and numerous town-wide DPW projects.

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
51,024	76,713	82,312	86,698	42,486	5111	Supervisor	92,888	92,888
354,067	362,895	353,492	424,342	189,741	5116	Labor	431,081	431,081
5,980	1,298	3,044	7,680	4,320	5118	Seasonal Labor	8,000	8,000
17,489	17,096	9,110	18,000	6,774	5132	Overtime	10,000	10,000
2,340	3,668	24,739	8,000	180	5140	Police Details	10,000	10,000
303	730	488	300	352	5142	Out of Class	500	500
2,700	3,600	5,400	6,300	0	5143	Incentive Pay/Bonus	5,400	5,400
433,903	466,000	478,585	551,320	243,853		*Total Salary & Wages*	557,869	557,869
9	9	9	9	9		# Personnel F/T	9	9
0	0	0	0	0		# Personnel P/T	0	0
1	1	1	1	1		# Personnel Seasonal	1	1
108,000	108,000	64,766	70,000	32,383	5211	Light Power/Street Lights	73,000	72,000
12,196	18,700	18,000	18,000	12,000	5271	Leased Equipment	20,000	20,000
3,425	3,762	3,545	3,500	1,953	5340	Pagers/Cell Phones	4,000	4,000
6,070	13,862	7,079	8,050	3,999	5410	Petro Products	7,600	7,600
14,376	12,671	20,082	21,150	16,269	5411	Diesel Fuel	23,500	23,500
74,936	82,296	79,351	70,000	25,274	5480	Vehicle Maintenance	75,000	75,000
5,008	7,305	5,554	7,000	2,784	5531	Stock	7,000	7,000
4,336	4,302	4,441	4,000	4,247	5532	Tools	5,000	4,500
25,227	14,619	25,598	25,000	11,929	5537	Miscellaneous Drainage	27,500	27,500
15,654	15,223	27,951	25,000	1,128	5538	Roadway Maintenance	25,000	25,000
6,165	17,083	13,366	20,000	348	5541	Street Sweeper	20,000	20,000
2,192	2,291	3,074	3,000	1,562	5581	Uniforms	3,100	3,100
2,612	4,489	3,409	3,500	3,029	5584	Safety Wear	3,750	3,750
1,231	1,885	2,793	2,000	483	5783	Licenses	3,000	3,000
47,241	42,605	43,859	50,000	41,235	5788	Line Painting	60,000	60,000
16,634	1,582	3,960	12,000	798	5789	Signs	18,000	18,000
509,321	560,616	548,013	500,000	95,228	5890	Snow Removal	530,000	520,000
854,624	911,291	874,841	842,200	254,649		*Total Expenses*	905,450	893,950
1,288,527	1,377,291	1,353,426	1,393,520	498,502		*Total Budget*	1,463,319	1,451,819

Mechanics Division

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
185,232	186,986	194,306	201,855	98,637	Salary & Wages	205,837	205,837
18,153	17,852	21,133	18,100	5,903	Operating Expense	18,411	18,411
203,385	204,838	215,439	219,955	104,540	*Total Budget*	224,248	224,248
14,000	14,000	17,000	17,000	3,500	Indirects Included:		
35,000	35,000	33,400	33,400	16,700	HMLD Charge	17,000	17,000
49,000	49,000	50,400	50,400	20,200	Water Sewer Enterprise	33,400	33,400
					Indirects	50,400	50,400

Actual FY 2017	Actual FY 2018	Budget FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
182,074	185,016	191,173	198,430	98,457	5116	Equipment Mechanics	202,412	202,412
322	47	1,192	500	96	5132	Overtime	500	500
136	123	141	225	84	5142	Working Out of Class	225	225
2,700	1,800	1,800	2,700	0	5143	Incentive Plan	2,700	2,700
185,232	186,986	194,306	201,855	98,637		*Total Salary & Wages*	205,837	205,837
3	3	3	3			# Personnel F/T		
0	0	0	0			# Personnel P/T		
1,680	1,283	1,697	1,300	622	5340	Pagers/Cell Phones	1,500	1,500
1,045	1,335	1,350	1,380	491	5410	Petro Products	1,495	1,495
883	1,011	2,388	920	524	5411	Diesel	1,216	1,216
2,133	2,242	6,562	2,500	1,180	5480	Vehicle Maintenance	2,500	2,500
9,467	8,454	6,135	8,000	2,093	5532	Mechanic Tools	8,000	8,000
1,521	1,668	1,737	1,800	704	5581	Uniforms	1,800	1,800
899	1,569	983	1,200	94	5584	Safety Wear	1,300	1,300
525	290	281	1,000	195	5783	Licenses	600	600
18,153	17,852	21,133	18,100	5,903		*Total Expenses*	18,411	18,411
203,385	204,838	215,439	219,955	104,540		*Total Budget*	224,248	224,248

Buildings & Grounds

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

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

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

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
405,445	410,057	441,642	464,228	213,782	Salary & Wages	490,679	490,679
265,943	309,960	372,920	355,190	164,663	Operating Expense	422,850	421,850
671,388	720,017	814,562	819,418	378,445	*Total Budget*	913,529	912,529
28,000	28,000	28,840	28,840	14,420	Indirects Included:	28,840	28,840
28,000	28,000	28,840	28,840	14,420	4271 Recreation charges	28,840	28,840
					Indirects		

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
351,021	358,661	381,943	407,338	182,878	5116	Labor	414,229	414,229
16,456	17,215	15,008	23,040	9,792	5118	Seasonal Labor	31,500	31,500
5,000	5,000	5,000	0	2,500	5119	PT Temp Facility Manager	5,000	5,000
30,053	26,859	36,785	28,000	18,503	5132	Overtime	35,000	35,000
215	522	206	350	109	5142	Out of Class	350	350
2,700	1,800	2,700	5,500	0	5143	Incentive Plan	4,600	4,600
405,445	410,057	441,642	464,228	213,782		*Total Salary & Wages*	490,679	490,679
8	8	8	8			# Personnel F/T		
0	0	0	0			# Personnel P/T Temporary		
3	3	3	3			# Seasonal		
24,577	26,960	23,375	28,000	10,011	5212	Utilities	29,000	29,000
20,472	25,192	27,205	26,000	4,648	5214	Fuel	27,500	27,500
11,350	7,839	13,081	16,000	5,229	5231	Water/Sewer	15,000	15,000
1,661	2,278	6,233	3,000	1,189	5242	Equipment Repair	3,500	3,500
7,056	7,056	7,056	8,000	3,528	5247	Elevator Maintenance	8,000	8,000
7,905	4,570	7,119	9,000	659	5249	Alarm Monitor	9,000	9,000
2,902	3,023	3,105	3,000	1,226	5340	Pagers/Cell Phone	3,500	3,000
31,377	32,968	38,195	33,000	16,922	5341	Telephone	38,000	38,000
5,634	7,746	7,383	7,360	3,887	5410	Petro Products	7,360	7,360
7,992	8,321	9,502	11,280	5,688	5411	Diesel Fuel	11,440	11,440
882	1,199	365	700	0	5421	Office Supplies	700	700
60,940	26,629	38,131	45,000	22,327	5430	Building Maintenance	45,000	45,000
0	56,500	65,562	69,000	34,144	5440	Building Cleaning Contract	86,000	86,000
12,184	12,758	14,173	13,000	6,016	5450	Building Supplies	14,000	14,000
26,125	32,523	57,082	35,000	23,436	5460	Parks Maintenance	71,000	71,000
15,639	5,826	8,956	12,000	10,538	5462	Grave Maintenance	15,000	15,000
20,912	34,962	37,544	22,000	10,491	5480	Vehicle Maintenance	25,000	25,000
2,417	2,544	1,257	3,000	732	5532	Tools	3,000	2,500
2,004	2,209	3,333	3,500	1,311	5581	Uniforms	3,500	3,500
2,834	5,994	3,002	4,500	1,955	5584	Safety Wear	4,500	4,500
0	0	0	350	0	5731	Association Dues	350	350
1,080	2,863	1,261	2,500	726	5783	Licenses	2,500	2,500
265,943	309,960	372,920	355,190	164,663		*Total Expenses*	422,850	421,850
671,388	720,017	814,562	819,418	378,445		*Total Budget*	913,529	912,529

TOWN OF HOLDEN

FY 2021 BUDGET

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Object Description	Request FY 2021	Manager FY 2021
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0

Actual FY 2017	Actual FY 2018	Budget FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
10,586	10,532	14,419	11,000	4,942	5212	Utilities	12,000	12,000
0	15,636		0		5213	Utilities 18 Industrial		
10,297	13,896	13,440	13,000	1,770	5214	Fuel / Natural Gas	13,500	13,500
0	1,299		0		5215	Fuel 18 Industrial		
1,596	1,921	3,363	2,000	1,170	5231	Water & Sewer	2,500	2,500
0	2,868		0		5232	Water Sewer 18 Industrial		
					5299	Site Monitoring 18 Industrial	21,500	21,500
1,954	2,058	848	2,000	0	5342	Radio Lines	2,000	2,000
23,703	17,522	12,742	20,000	8,424	5430	Building Maintenance	20,000	15,000
48,136	65,732	44,812	48,000	16,306		*Total Expenses*	71,500	66,500
48,136	65,732	44,812	48,000	16,306		*Total Budget*	71,500	66,500

TOWN OF HOLDEN

FY 2021 BUDGET

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Request FY 2021	Manager FY 2021
OTHER FUNDS							
Water/Sewer Enterprise Fund	6,679,748	7,200,814	7,721,696	8,230,483	3,232,904	8,138,319	8,138,319
Solid Waste Enterprise Fund	1,135,626	1,218,213	1,241,365	1,331,676	579,354	1,363,154	1,363,154
Inspection Revolving Fund	229,342	227,856	227,955	232,596	115,291	277,795	277,795
Cable Revolving Fund	289,754	253,566	237,169	396,492	115,082	349,804	349,804
Recreation Revolving Fund	373,801	358,450	402,691	447,008	251,481	534,779	949,779
Before/After School Revolving Fund	322,221	323,565	357,426	356,020	216,581	384,194	384,194
TOTAL	9,030,492	9,582,464	10,188,302	10,994,275	4,510,693	11,048,045	11,463,045
	Balance FY 2017	Balance FY 2018	Balance FY 2019	Balance FY 2020	December YTD	Balance FY 2021	Balance FY 2021
General Stabilization Fund	3,249,114	3,377,731	4,048,042	4,430,167	4,430,167	4,630,167	4,630,167
Water/Sewer Stabilization Fund	183,502	181,971	190,211	193,576	193,576	193,576	193,576
Fire Vehicle Stabilization Fund	40,546	261,531	403,701	514,341	514,341	304,341	304,341
Open Space Stabilization	51,673	101,543	209,612	265,069	265,069	164,903	164,903
Dispatch Infrastructure Stabilization	5,167	21,220	40,806	66,368	66,368	66,368	66,368
DPW Depreciation Fund	231,404	279,774	395,915	506,417	506,417	606,417	606,417
Infrastructure Investment Fund	1,346,934	562	0	0	0	0	0
Other Post Employment Benefits TF	2,183,577	2,881,266	3,618,252	4,423,908	4,423,908	5,030,362	5,030,362
TOTAL	7,291,917	7,105,598	8,906,539	10,399,846	10,399,846	10,996,134	10,996,134

WATER & SEWER ENTERPRISE FUND**MISSION STATEMENT**

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

The Department of Public Works – Water & Sewer Division provides for the complete administration, operations, and engineering for water supply, water distribution, sewer collection systems, sewer treatment, customer service, billing, capital planning and improvements, and program management. The essential functions of this Division include administration, engineering, water distribution, water supply, sewer collection, and customer service.

The Water & Sewer Division consists of a talented group of nine (9) professionals including the Water & Sewer Superintendent, Water & Sewer Foreman, one (1) Water Operator IV, three (3) Water Operators III, and two (2) Water Operators II, and one (1) Water Operator I. Additionally the DPW Administration and Engineering Divisions, consisting of the Director, Senior Civil Engineer, Civil Engineer II, Office Manager, and Senior DPW Clerk share responsibilities with the Water & Sewer Division.

Administration

The Water & Sewer Division provides ongoing everyday operations, planning, regulatory direction and support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director and Water & Sewer Superintendent meet with key staff on a daily basis where products and accomplishments are reviewed, along with project and operational costs associated with accomplishing other departmental goals. The Water & Sewer Superintendent provides overall administration, supervision, and direction for all Water & Sewer Division operations and activities. The Office Manager and Senior DPW Clerk provide administrative assistant services for the Director, Water & Sewer Superintendent, Senior Civil Engineer, and Civil Engineer II. The Water & Sewer Superintendent and the Senior DPW Clerk are funded fully by the Water & Sewer Enterprise Fund. The Director, Senior Civil Engineer, Civil Engineer II, and Office Manager are fully funded by the General Fund.

The preparation of specifications and the administration of bid solicitations and quotations for procurement are also managed under administration, as well as all Massachusetts Department of Environmental Protection (MassDEP) and/or United States Environmental Protection Agency (USEPA) reporting requirements. Under the direction of the Water & Sewer Superintendent, the Senior DPW Clerk processes all reports related to water sampling, collection, testing and production for submission to MassDEP, USEPA and/or other regulatory agencies. All division payroll, personnel forms, and accounts are processed through the DPW Office Manager. All monthly invoices and payment receipts to customers for water and sewer related functions are issued and managed by the Holden Municipal Light Department.

WATER & SEWER ENTERPRISE FUND***Engineering***

Engineering manages and provides technical services, field inspections, and program management for various water and sewer programs.

Water Distribution

The Division strives to maintain existing water mains, valves, hydrants, storage reservoirs in an acceptable and safe condition, and to identify and repair water main, hydrant, and service leaks. The Division performs planning, everyday operations and maintenance, undertakes major capital improvement projects such as well redevelopment, hydrant flushing, cleaning and/or replacing water mains, tank rehabilitation, etc. There are over one hundred and five (105) miles of water main throughout the Town.

Water Supply

The Division provides reliable, clean and healthy water that meets or exceeds all state and federal regulations for each of our valued customers. High quality water is achieved from our Town-owned and purchased water sources by providing high levels of maintenance and operations at each of our treatment and pumping facilities. In FY 2019, a total of approximately 469 million gallons of water was produced and/or purchased (seventy-four (74) percent produced and twenty-six (26) percent purchased), all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

Sewer Collection Systems

There are more than seventy-eight (78) miles of sanitary sewer mains through the Town of Holden, consisting of gravity and force mains, and the Rutland-Holden Trunk and Relief Sewers (RHTRS). The sewer collection systems consist of various size pipelines constructed of materials such as PVC, asbestos concrete, and concrete, and twenty-eight (28) sewer pumping stations that are operated and maintained twenty-four hours a day, seven days a week. Our sewer collection system operations includes routine cleaning, pumping and scheduled preventive maintenance. Our staff also documents operating records for each of our stations on a daily basis.

**TOWN OF HOLDEN
WATER & SEWER ENTERPRISE FUND**

FY 2021 BUDGET

Sewage Treatment

The Town of Holden does not treat its own sewage. All wastewater is transported through the Massachusetts Department of Conservation and Recreation (DCR) RHTRS into the City of Worcester, measured via the Parker Avenue sewer flow meter and the DCR Station C Meter, and eventually discharged to the Upper Blackstone Water Pollution Abatement District (UBWPAD) treatment facility located in Millbury, Massachusetts. The Town of Holden makes annual payments to DCR for the use of the RHTRS, the City of Worcester for the use of their sewer collection system, and the UBWPAD for the final treatment of the Town's wastewater. The sum of these payments constitutes the majority of the Town's fixed-expense line items in the sewer budget. In FY2018, approximately 485 million gallons of sewage was transported to the UBWPAD from Holden.

Customer Service

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

Billing

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

Summary

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

TOWN OF HOLDEN

FY 2021 BUDGET

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

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION Description	Request FY 2021	Manager FY 2021
595,332	616,755	618,613	663,846	333,808	Salary & Wages	701,649	701,649
5,956,462	6,082,473	6,901,220	7,341,637	2,899,096	Operating Expenses	7,356,670	7,356,670
127,954	501,586	201,863	225,000	0	Capital Outlay	80,000	80,000
6,679,748	7,200,814	7,721,696	8,230,483	3,232,904	Total Budget	8,138,319	8,138,319

FINANCING PLAN								
5,927,518	5,949,970	6,199,831	6,062,798	3,425,101	4210	Water Rates	6,410,000	6,410,000
0	0		170,000	0		Water Rate Increase	100,000	100,000
0	0		170,000	0		Sewer Rate Increase	100,000	100,000
18,851	28,976	12,359	20,000	8,792	4220	Water Miscellaneous	20,000	20,000
145,400	128,100	108,370	100,000	24,840	4221	Water Connections	100,000	100,000
148,674	149,306	152,446	158,185	112,431	4222	Tower Rental	0	0
0	0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
0	0	0	1,000	0	4227	Septage UBWPAD	500	500
17,420	21,210	43,058	3,000	0	4280	Interest	20,000	20,000
5,543	2,363	2,000	5,000	848	4320	Liens	2,500	2,500
133,652	120,215	58,920	100,000	15,950	4321	Sewer Insp/Entrance Fees	100,000	100,000
320,772	292,885	297,640	250,000	34,050	4751	Sewer Project Assessment	250,000	250,000
0	0		0	0	4595	FEMA Reimb.	0	0
7,578	0		0	0	4850	W/S Worker Comp. Reimb.	0	0
0	0		0	0	4921	Bond Premiums	0	0
0	2,102		0	0	4940	W/S Sale of Town Assests	0	0
32,011	41,322	133,795	0	0		Prior Year Unspent Encumbrances	0	0
1,154,560	1,689,000	1,388,935	1,145,000	1,145,000		Free Cash Appropriated from previous	1,000,000	1,000,000
-1,689,000	-1,388,935	-1,145,000	-1,000,000	-1,000,000	3590	Free Cash Appropriated for next year	0	0
6,222,979	7,036,514	7,252,354	7,230,983	3,767,012		TOTAL REVENUE	8,149,000	8,149,000
6,679,748	7,200,814	7,721,696	8,230,483	3,232,904		TOTAL EXPEND.	8,138,319	8,138,319
2,463,436	2,006,667	1,842,367	1,373,025	1,373,025		PRIOR YEAR BALANCE	373,525	373,525
2,006,667	1,842,367	1,373,025	373,525	1,907,133		BALANCE	384,206	384,206
						FY20 Projected Surplus	10,681	10,681

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
72,253	81,743	87,697	92,354	45,694	5110	Superintendent	98,946	98,946
30,727	35,216	36,237	41,651	20,943	5112	Clerical	42,734	42,734
371,888	398,412	398,412	428,641	211,870	5116	Labor	448,969	448,969
53,252	56,542	47,834	53,000	22,980	5131	Standby	52,000	52,000
47,516	36,903	40,968	38,000	31,890	5132	Overtime	45,000	45,000
15,530	3,780	4,619	6,000	180	5140	Police Detail	8,000	8,000
566	559	146	600	251	5142	Work/Out of Class	600	600
3,600	3,600	2,700	3,600	0	5143	Incentive Plan	5,400	5,400
0	0	0	0	0	5150	Wage Adjustment	0	0
0	0	0	0	0	5118	Seasonal Labor	0	0
595,332	616,755	618,613	663,846	333,808		*Total Salary & Wages*	701,649	701,649
10		10	10	10		# Personnel F/T	10	10
0		0.00	0	0		# Personnel P/T	0	0
8,054	8,656	8,343	9,000	4,533	5173	Medicare	10,200	10,200
367	421	339	450	151	5174	Life Insurance	450	450
83,287	95,490	77,322	115,000	41,378	5175	Health Insurance	115,000	115,000
93,494	97,563	106,496	120,000	114,786	5177	Retirement	123,720	123,720
169,331	179,040	171,869	168,000	57,374	5211	Light and Power	178,000	178,000
3,263	4,283	5,028	4,500	1,705	5214	Fuel	5,000	5,000
41,490	37,790	54,650	55,000	1,668	5246	Pump Station Water Maintenance	55,000	55,000
21,243	33,809	46,508	45,000	7,281	5247	Pump Station-Sewer Maintenance	45,000	45,000
7,947	2,211	3,873	7,000	2,500	5248	Generator Maintenance	8,000	8,000
4,780	0	98	6,000	0	5249	Sewer Incremental O&M	6,000	6,000
29,592	24,849	25,745	45,000	24,529	5251	Water Incremental O&M	35,000	35,000
10,503	13,698	11,384	15,000	2,427	5291	Hydrant Replacement	15,000	15,000
207,456	252,123	440,030	450,000	78,434	5300	Legal Services	200,000	200,000
49,906	38,848	121,518	125,000	10,229	5303	Consulting Services	60,000	60,000
0	0	0	1,000	0	5304	Physicals	1,000	1,000
3,962	4,147	3,945	4,400	4,018	5316	SDWA Assessment	4,800	4,800
1,541,328	1,729,189	2,083,693	1,615,000	353,132	5317	DCR Disposal	1,800,000	1,800,000
821,992	801,947	848,278	966,184	483,092	5318	UBWPAB-Assessment	1,060,000	1,060,000
66,898	95,764	75,752	100,000	20,914	5319	MWRA-Maintenance	115,000	115,000
11,733	15,018	22,831	17,000	0	5320	West Boylston Woodland PS IMA	20,000	20,000
5,085	4,535	5,732	4,500	2,609	5340	Pager/Cell Phone	6,000	6,000

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Budget FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
22,573	30,094	25,320	28,000	15,344	5342	Radio Lines	34,000	34,000
844,205	631,510	621,521	800,000	451,658	5381	Worcester Water	800,000	800,000
12,357	14,697	14,536	14,950	6,359	5410	Petro Products	15,000	15,000
4,936	7,092	5,555	7,350	3,643	5411	Diesel Fuel	7,500	7,500
8,879	6,590	2,247	7,000	613	5421	Office Supplies	7,000	7,000
14,776	8,609	9,463	10,000	1,252	5440	Property Maintenance	10,000	10,000
10,719	19,248	24,739	15,000	10,105	5480	Vehicle Maintenance	20,000	20,000
26,957	18,741	21,474	22,000	16,291	5531	Stock	25,000	25,000
7,611	7,151	6,495	7,000	1,873	5532	Tools	7,000	7,000
86,529	69,869	61,548	80,000	34,471	5535	Chemicals	80,000	80,000
3,965	14,529	8,706	8,000	0	5538	Misc Patch	15,000	15,000
26,693	21,586	25,554	30,000	21,291	5539	New Meters/Repairs	25,000	25,000
44,903	44,903	44,903	45,000	11,226	5580	Billing Expenses	45,000	45,000
1,549	1,573	2,794	2,500	1,311	5581	Uniforms	2,500	2,500
2,597	7,850	3,939	4,000	1,069	5584	Safety Wear	5,000	5,000
33,859	43,966	24,215	25,000	24,826	5741	Insurances	26,100	26,100
10,871	13,534	10,819	15,000	4,381	5783	Licenses and Training	17,000	17,000
1,486,212	1,557,550	1,712,623	1,995,403	996,423	5910	Debt	2,000,000	2,000,000
8,000	8,000	8,500	8,500	4,250	5961	Indirect Manager	8,500	8,500
13,500	13,500	14,500	14,500	7,250	5961	Indirect Collections	14,500	14,500
8,500	8,500	10,000	10,000	5,000	5961	Indirect Accounting	10,000	10,000
35,000	35,000	33,400	33,400	16,700	5961	Indirect Mechanics	33,400	33,400
15,000	15,000	16,000	16,000	8,000	5961	Indirect IT	16,000	16,000
		33,935	0	0	5963	Transfer to Capital	0	0
127,954	501,586	201,863	225,000	0	5810	Capital Outlay	80,000	80,000
0	0	0	225,000	0	5781	Emergency Reserve (O&M Reserve)	225,000	225,000
44,560	44,000	45,000	45,000	45,000	5966 A	Transfer to W/S OPEB	45,000	45,000
6,084,416	6,584,059	7,103,083	7,566,637	2,899,096		*Total Expenses*	7,436,670	7,436,670
6,679,748	7,200,814	7,721,696	8,230,483	3,232,904		*Total Budget*	8,138,319	8,138,319

SOLID WASTE ENTERPRISE FUND

RESIDENTIAL TRASH AND RECYCLING PROGRAM

The Town of Holden operates a curbside recycling and trash collection program for single family residences and apartment buildings with fewer than four residential units. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collect curbside bi-weekly. The program provides each residence with a blue trash cart and a green recycling cart. All the carts are equipped with wheels and securely fitting lids.

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. The current five year contract with Casella was renewed for an additional 5 years covering FY18 to FY22. The FY 2021 costs for recycling and solid waste collection will increase 3% to \$66,089.70 per month for the fiscal year. In Addition to the fixed collection costs Holden pays a per ton disposal fee for both trash and recycling.

Casella processes the recyclable materials at the Single Stream Recycling Facility in Auburn, MA. This facility was a first of its kind recyclable materials sorting facility. In 2014-2015 the recycling market dramatically changed, resulting in a national decrease in the aggregate resale value. This decrease in value was a result of changing regulations and a surplus of materials following the increasing trend of curbside collection and has resulted in a per ton cost to dispose of recycling. Last year, Holden residents recycled an average of 1,800 tons annually at a cost of \$30 per ton for disposal. This \$30 disposal fee is fixed for the Town's five year contract however, this fee is expected to dramatically increase for FY 23, DEP has estimated the current market rate for the processing of recycling at \$125 a ton.

Residential waste is taken to the Wheelabrator incineration facility in Millbury, MA. The Town of Holden with the City of Worcester and several other central Massachusetts communities worked together with Waste Management in 1983 to build a municipal solid waste facility to incinerate trash and generate electricity. Prior to that agreement ending in 2007, 47 central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. The Wheelabrator facility was sold to another company that specializes in waste to energy facilities. The new entity, Wheelabrator Technologies Inc. in negotiations with the 47 CMRRC communities agreed to an annual increase based on the Consumer Pricing Index for Northeast Urban Wage Earners. FY20 resulted in an increase from \$68.18 to \$68.97, based on pricing index trends an increase of approximately \$1.00 per ton is expected for FY 21. The Town of Holden delivered approximately 4,800 tons of residential trash to Wheelabrator in 2019.

RESIDENTIAL TRASH AND RECYCLING PROGRAM

There are two service options available to residents Plan A (65gal. trash/95 gal. recycling) at a cost of \$19.75 a month or Plan B (35gal. trash/35 gal. recycling) at a cost of \$14.50 a month. There are approximately 5,500 residences subscribing to Plan A, and there are 690 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase overflow trash bags for \$8.00 for a sleeve of 5, 35 gallon bags. The current user fees are expected to finance the trash and recycling program until the end of FY22.

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

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

Budget Highlights

- Modest increase in costs for trash and recycling to cover the annual 3% increase in fixed collection costs with Casella.
- There is a modest increase anticipated for the disposal per ton at the Wheelabrator trash facility.
- There is no increase per ton for the cost of recycling disposal.
- Current user fees collected for the Solid Waste program will sustain the expenses for FY21.

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
42,850	44,158	43,760	51,882	8,473	Salary & Wages	52,813	52,813
1,092,776	1,174,055	1,197,605	1,279,794	570,881	Operating Expense	1,310,341	1,310,341
1,135,626	1,218,213	1,241,365	1,331,676	579,354	Total Budget	1,363,154	1,363,154

FINANCING PLAN								
1,124,345	1,213,141	1,284,345	1,245,000	683,402	4210	User Fees	1,310,000	1,310,000
			68,760			Fee Increase	0	0
19,619	25,789	26,774	19,000	11,752	4220	Misc/Trash Bags	27,000	27,000
					4230	Misc Revenue	0	0
4,200	448	286	0	0	4240	Large Item Sticker Fee	0	0
2,040	2,418	2,225	1,000	1,261	4280	Interest	2,000	2,000
1,582	379	527	500	0	4320	Liens	500	500
0	0	43,105	0	0	4975	Other revenue	0	0
1,151,786	1,242,175	1,357,262	1,334,260	696,415		TOTAL REVENUE	1,339,500	1,339,500
70,000	0	36,000	36,000	36,000		FREE CASH CURRENT YEAR	25,000	25,000
1,135,626	1,218,213	1,241,365	1,331,676	579,354		TOTAL EXPENDITURES	1,363,154	1,363,154
86,160	23,962	151,897	38,584	153,061		CURRENT YEAR BUDGET SURPLUS	1,346	1,346
0	0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0
0	-36,000	0	25,000	25,000		FREE CASH USE - NEXT YEAR	0	0
276,482	362,642	350,604	502,501	502,501		PRIOR YEAR BALANCE	566,085	566,085
362,642	350,604	502,501	566,085	680,562		BALANCE	567,431	567,431

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
22,310	22,967	19,027	19,264	0	5110	Dir of Planning and Development	19,842	19,842
2,584	3,228	8,409	13,618	0	5112	Clerical	13,971	13,971
17,956	17,963	16,324	19,000	8,473	5119	Compost Operation	19,000	19,000
42,850	44,158	43,760	51,882	8,473		*Total Salary & Wages*	52,813	52,813
2	2	2	2	2		# Personnel F/T (shared)	3	3
0	0	0	0	0		# Personnel P/T (shared)	0	0
359	354	389	450	212	5173	Medicare	500	500
13	13	13	15	7	5174	Life Insurance	15	15
5,717	5,854	6,764	8,500	4,371	5175	Health Insurance	10,000	10,000
4,500	5,000	5,475	5,500	6,200	5177	Retirement	7,000	7,000
23,477	0	0	0	0	5245	Toter Storage	0	0
303,522	371,724	377,387	430,000	158,752	5250	Disposal Fees	430,000	430,000
18,817	33,337	27,817	30,000	4,650	5251	Toters/Overflow Bags	36,000	36,000
469,920	482,643	500,860	508,186	254,093	5252	Solid Waste Collection	523,430	523,430
234,720	244,838	247,445	261,793	130,896	5253	Recycling	269,646	269,646
2,221	925	1,390	2,500	800	5299	Recycling Program	1,600	1,600
0	0	0	500	0	5343	Postage	500	500
407	0	0	1,200	0	5421	Office Supplies	1,000	1,000
17,103	17,367	17,665	18,000	4,700	5580	Billing Expense	18,000	18,000
0	0	0	250	0	5711	Mileage Reimbursement	250	250
0	0	0	500	0	5741	Insurance/Bad Debt	0	0
9,000	9,000	9,200	9,200	3,100	5961	Indirect Collections	9,200	9,200
3,000	3,000	3,200	3,200	3,100	5961	Indirect Accounting	3,200	3,200
1,092,776	1,174,055	1,197,605	1,279,794	570,881		*Total Expenses*	1,310,341	1,310,341
1,135,626	1,218,213	1,241,365	1,331,676	579,354		*Total Budget*	1,363,154	1,363,154

INSPECTION REVOLVING FUND

INSPECTIONS

The Inspections Division is charged with the enforcement of the State Building codes for all structures built or renovated in the Town of Holden. Currently there are 8,892 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on approximately 7,600 of these parcels. The structures range in complexity from basic storage structures all the way through to the Wachusett Regional High School which, at 400,000 square feet, is the largest building in the town. There are approximately 6,700 residential structures spread across the Town's 120 miles of public roads. The Inspections Division receives about 1,600 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 2,380 inspections annually for this work. In addition to the inspections, all the plans, applications, dates of inspection, and other records for the work performed are required to be kept for the life of the building as by the stipulated the Commonwealth of Massachusetts Secretary of State.

Massachusetts has adopted the 2015 International Building Code (IBC) as promulgated by the International Code Council (ICC) with Massachusetts amendments as the State Building Code. The adoption of these codes and the requirements for continuing education for all inspectional staff requires the department to make a substantial commitment to educational materials, code books, and training.

The Inspections Division also conducts annual inspections of restaurants, schools, multi-family residential buildings, daycare centers, churches, and all public buildings intended for assembly. There are 132 buildings required to meet the State regulations for annual inspection of life safety systems, occupant loads, and emergency egress. Inspections for any establishment serving liquor require joint inspection with the Fire Service prior to the issuance of any liquor license. There are 12 such establishments in Holden.

Given the residential character of the Town, a significant amount of time is spent by department staff and inspectors working with residents and developers on various building projects. The department has a full time Building Commissioner who also serves as the Zoning Enforcement Officer, one part-time building inspector, one part-time wiring inspector, and one part-time plumbing and gas inspector, and administrative staff shared with Planning and Development. The Inspections Division permitted about \$26,636,525 in FY19 and raised approximately \$212,413 in fees. The Inspection Division raised fees in FY20 after more than a decade without an increase.

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

NOTES

Actual FY 2016	Actual FY 2018	Actual FY 2019	Budget FY2020	December YTD	APPROPRIATION SUMMARY	Request FY2021	Manager FY2021
149,439	148,143	145,726	147,556	66,595	Salary & Wages	152,905	152,905 0
79,903	79,713	82,229	85,040	48,696	Operating Expense	124,890	124,890 0
229,342	227,856	227,955	232,596	115,291	Total Budget	277,795	277,795 0

FINANCING PLAN								
38,795	33,098	32,725	30,000	17,200	4420	Wire Fees	38,000	38,000
65,530	58,400	54,955	50,000	28,600	4421	Plumbing/Gas Fees	62,000	62,000
148,854	143,579	126,915	110,000	54,486	4422	Building Fees	145,000	145,000
0	0		55,000	0		Fee Increase		
0	0		0	0	4840	Miscellaneous		
253,179	235,077	214,595	245,000	100,286		TOTAL REVENUE	245,000	245,000
229,342	227,856	227,955	232,596	115,291		TOTAL EXPEND.	277,795	277,795
23,837	7,221	-13,360	12,404	-15,005		Current Year Surplus/(Deficit)	-32,795	-32,795
201,607	225,444	232,665	219,305	219,305		Previous Balance	231,709	231,709
225,444	232,665	219,305	231,709	204,300		BALANCE	198,914	198,914

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
48,831	52,774	54,340	50,782	41,995	5111	Building Commissioner	52,306	52,306
43,838	46,544	39,691	31,774	0	5112	Clerical	32,599	32,599
26,000	25,095	24,500	29,000	12,640	5113	Wire Inspector	31,000	31,000
27,895	23,030	22,470	31,000	11,680	5115	Gas/Plumbing Inspector	32,000	32,000
2,875	700	4,725	5,000	280	5119	Building Inspector	5,000	5,000
149,439	148,143	145,726	147,556	66,595		*Total Salary & Wages*	152,905	152,905
3	3	3	3	3		# Personnel F/T (shared)	3	3
5	5	5	5	5		# Personnel P/T	5	5
2,067	1,994	2,088	2,500	1,084	5173	Medicare	2,550	2,550
81	81	81	90	41	5174	Life Insurance	90	90
30,113	30,249	24,509	22,000	11,069	5175	Health Insurance	25,000	25,000
22,500	24,000	26,280	19,000	19,000	5177	Retirement	23,000	23,000
9,000	9,000	9,000	9,000	4,500	5217	IT Indirect - GIS	9,000	9,000
0	0	1,200	1,200	600	5216	Accounting Indirect	1,200	1,200
0	0	1,200	1,200	600	5219	Treasurer/Collector Indirect	1,200	1,200
130	0	0	500	0	5301	Advertising	500	500
0	0	0	2,500	0	5303	Consulting Services	2,500	2,500
0	0	0	3,000	0	5307	Peer Review	3,000	3,000
7,000	7,000	7,000	8,000	8,000	5311	Software License/Support	8,000	8,000
3,359	3,329	3,936	3,800	1,194	5340	Cell Phones	4,200	4,200
0	0	0	400	0	5343	Postage	400	400
713	75	0	1,500	0	5421	Office Supplies	1,350	1,350
865	700	900	900	350	5509	Train/Educ/Programs	750	750
381	0	79	800	0	5510	Technical Ref Books	800	800
360	0	0	1,000	0	5582	Non Capital Equipment	1,000	1,000
0	0	0	0	0	5710 N	Vehicle Maintenance/Allowance	3,000	3,000
0	0	0	0	0	N	Capital Cost new Vehicle	30,000	30,000
3,049	3,000	5,400	5,400	2,013	5711	Mileage Reimbursement	5,400	5,400
285	285	510	500	245	5731	Association Dues	500	500
0	0	46	250	0	5732	Publications	150	150
0	0	0	500	0	5733	Expense of Meetings	500	500
0	0	0	1,000	0	5794	Hardware Purchase	800	800
70,384	79,713	82,229	85,040	48,696		*Total Expenses*	124,890	124,890
235,220	227,856	227,955	232,596	115,291		*Total Budget*	277,795	277,795

CABLE REVOLVING FUND

HOLDEN COMMUNITY TELEVISION

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

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

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
89,431	91,647	94,577	101,214	47,740	Salary & Wages	105,823	105,823
200,323	161,919	142,592	295,278	67,342	Operating Expense	243,981	243,981
289,754	253,566	237,169	396,492	115,082	Total Budget	349,804	349,804

FINANCING PLAN							
287,170	294,561	300,088	250,000	0	Charter Access Grant	250,000	250,000
553,851	551,267	592,262	592,262	0	Previous Balance	445,770	445,770
	0		0	0	PY Encumbrances Closed	0	0
841,021	845,828	892,350	842,262	0	Total Revenue	695,770	695,770
289,754	253,566	237,169	396,492	115,082	Less Expenditures	349,804	349,804
551,267	592,262	655,181	445,770	-115,082	Ending Balance	345,966	345,966

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
70,972	72,813	75,118	76,053	37,736	5110	Public Access Coord.	78,334	78,334
18,459	18,834	19,459	20,161	10,004	5119	Public Access Ass't PT	22,489	22,489
0	0	0	5,000	0	5118	Seasonal/Temp	5,000	5,000
89,431	91,647	94,577	101,214	47,740		*Total Salary & Wages*	105,823	105,823
1	1	1	1	1		# Personnel F/T	1	1
2	2	2	2	2		# Personnel P/T	2	2
1	1	1	1	1		# Personnel Seasonal	1	1
552	546	471	600	473	5171	Workers Comp Ins.	485	485
1,217	1,247	1,300	1,400	645	5173	Medicare	1,400	1,400
38	38	38	38	19	5174	Life Insurance	38	38
14,952	15,954	15,916	18,000	8,515	5175	Health Insurance	19,000	19,000
13,750	14,000	15,330	17,000	17,000	5177	Regional Retirement	18,600	18,600
12,972	14,854	10,063	11,000	4,188	5212	Utilities	12,000	12,000
1,200	1,200	1,300	1,300	650	5216	Accounting Reimb	1,300	1,300
1,200	1,200	1,300	1,300	650	5219	Treas/Coll Reimb	1,300	1,300
3,155	440	1,743	2,000	610	5242	Equipment Maint	2,000	2,000
6,187	6,799	7,196	10,200	1,500	5243	Network Support	10,200	10,200
29,700	30,060	30,420	30,840	17,930	5270	Studio Rental	31,000	31,000
2,794	3,758	3,482	2,000	660	5271	Studio Rental Expenses	2,000	2,000
115	88	47	150	21	5343	Postage	150	150
358	574	657	1,000	537	5421	Office Supplies	1,000	1,000
1,784	0	285	300	285	5422	Printing	300	300
459	469	527	2,000	393	5423	Office Equipment	2,000	2,000
4,010	3,825	3,933	3,000	1,700	5430	Studio Cleaning	4,000	4,000
0	0		400	0	5711	Mileage	400	400
895	599	400	1,000	0	5731	Membership	1,000	1,000
60	0		1,000	0	5733	Expense of Meetings	1,000	1,000
1,141	1,152	740	1,250	769	5741	Property/Liability Ins.	808	808
0	0		99,500	10,797	5830	Small Equipment Purchase	50,000	50,000
103,784	65,116	47,444	90,000	0	5840	Capital Purchases	84,000	84,000
200,323	161,919	142,592	295,278	67,342		*Total Expense*	243,981	243,981
289,754	253,566	237,169	396,492	115,082		*Total Budget*	349,804	349,804

RECREATION REVOLVING FUND

RECREATION DEPARTMENT

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

Adults have responded positively to the active and passive leisure – time activities by participating in classes like 3CPYo, yoga, basketball, volleyball, pickleball, wreath making and toning classes. Children's classes and programs throughout the school year have been very well received. Programs include babysitter's training, cake decorating, decorating a gingerbread house, kid's yoga, karate and fitness and conditioning classes. During the summer months the pool area becomes the focus of numerous classes and activities. Having the pool as the focal point for summer activities clearly defines the goal of recreation.

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

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Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
248,392	243,115	248,632	251,607	139,608	Salary & Wages	253,915	253,915
125,409	115,335	154,059	195,401	111,873	Operating Expense	280,864	695,864
373,801	358,450	402,691	447,008	251,481	Total Budget	534,779	949,779

FINANCING PLAN							
517,290	525,224	502,224	510,303	213,176	Program Fee/Passes	514,913	514,913
20,159	16,623	14,854	20,000	67	Snack Bar	20,000	20,000
720,134	783,782	867,179	981,566	981,566	Previous Balance	1,064,861	1,064,861
1,257,583	1,325,629	1,384,257	1,511,869	1,194,809	Total Revenue	1,599,774	1,599,774
100,000	100,000	0	0	0	Transfer to GF (Cover Debt)	0	0
373,801	358,450	402,691	447,008	251,481	Less Expenditures	534,779	949,779
783,782	867,179	981,566	1,064,861	943,328	Balance	1,064,995	649,995

TOWN OF HOLDEN

FY 2021 BUDGET

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
96,651	98,601	101,542	96,319	54,409	5110	Recreation Director	99,209	99,209
3,427	2,958	4,708	3,541	3,331	5111	Recreation Leader: 8%	3,726	3,726
2,630	4,957	4,319	3,078	2,937	5112	Clerical: 8%	3,159	3,159
28,000	28,000	28,840	28,840	14,420	5116	Labor	28,840	28,840
87,821	80,962	85,761	86,402	51,248	5125	Seasonal Staff	90,994	90,994
29,863	27,637	23,462	33,427	13,263	5140	Independent Contractors	27,987	27,987
248,392	243,115	248,632	251,607	139,608		*Total Salary & Wages*	253,915	253,915
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
45	45	45	45	45		# Personnel Seasonal	45	45
2,208	2,185	1,882	2,300	1,891	5171	Workers Comp Ins	2,346	2,346
6,664	8,330	7,074	8,000	3,785	5175	Health Insurance	8,000	8,000
17,820	18,000	19,710	22,000	22,000	5177	Regional Retirement	23,200	23,200
8,057	12,871	9,272	13,439	11,095	5212	Utilities	13,500	13,500
1,300	1,300	1,350	1,350	675	5216	Accounting Reimb	1,350	1,350
5,800	5,800	5,975	5,975	2,988	5219	Treas/Coll Reimb	5,975	5,975
5,277	10,955	12,142	9,750	20,182	5231	Water/Sewer	19,413	19,413
329	178	0	500	0	5421	Office Supplies	500	500
20,121	18,893	17,795	23,925	8,862	5430	Holden Pool Maint	25,000	25,000
7,234	7,183	7,560	16,874	3,687	5450	Studio Cleaning	17,500	17,500
6,811	4,918	6,276	7,000	2,926	5510	Snack Bar Expense	7,000	7,000
269	172	338	350	302	5511	Committee Expense	500	500
5,888	8,607	5,997	9,626	1,910	5580	On Line Billing Expense	12,780	12,780
502	680	400	450	450	5581	Uniforms	500	500
2,622	4,481	3,591	4,862	499	5582	Program Supplies	5,000	5,000
4,564	4,608	2,961	5,000	3,074	5741	Property/Liability Ins	3,300	3,300
0	0	0	0	0	N	Open Space/Rec Plan	20,000	20,000
0	0	0	0	0	5910	Pool Debt	0	0
29,943	6,174	51,736	64,000	27,547	5830	Capital Outlay	115,000	530,000
125,409	115,335	154,059	195,401	111,873		*Total Expenses*	280,864	695,864
373,801	358,450	402,691	447,008	251,481		*Total Budget*	534,779	949,779

BEFORE/AFTER SCHOOL REVOLVING FUND

BEFORE/AFTER SCHOOL REVOLVING FUND

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

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

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Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
211,899	215,448	221,579	226,076	130,571		Salary & Wages	236,076	236,076
110,322	108,117	135,847	129,944	86,010		Operating Expense	148,118	148,118
322,221	323,565	357,426	356,020	216,581		Total Budget	384,194	384,194
						FINANCING PLAN		
121	220	161	150	103	4280	53D Monthly Interest	175	175
328,856	319,698	355,978	359,062	233,555	4320	Program Fees	381,802	381,802
328,977	319,918	356,139	359,212	233,658		Total Revenue	381,977	381,977
322,221	323,565	357,426	356,020	216,581		Less Expenditures	384,194	384,194
6,756	-3,647	-1,287	3,192	17,077			-2,217	-2,217
6,719	13,475	9,828	8,541	8,541		Previous Balance	11,733	11,733
13,475	9,828	8,541	11,733	25,618		Balance	9,516	9,516

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
39,947	36,122	36,766	40,716	18,366	5111	Recreation Leader 92%	42,845	42,845
29,814	31,914	33,200	35,400	16,176	5112	Clerical 92%	36,323	36,323
142,138	147,412	151,613	149,960	96,029	5125	B/A School Staff	156,908	156,908
211,899	215,448	221,579	226,076	130,571		*Total Salary & Wages*	236,076	236,076
0	0	0	0	0		# Personnel F/T	0	
27	31	31	31	31		# Personnel P/T	31	
9	9	9	9	9		# Personnel Seasonal	9	
1,104	1,093	941	1,200	945	5171	Workers Comp Ins	1,224	1,224
5,719	5,683	5,833	8,000	3,661	5173	Medicare	8,700	8,700
85	113	113	115	57	5174	Life Insurance	115	115
19,107	28,151	35,015	40,000	18,733	5175	Health Insurance	40,000	40,000
18,700	18,700	20,477	23,000	23,000	5177	Regional Retirement	24,000	24,000
16,560	11,283	15,534	11,622	3,729	5212	Utilities	14,450	14,450
1,900	1,900	1,960	1,960	980	5219	Accounting Reimb	1,960	1,960
8,000	8,000	8,250	8,250	4,125	5216	Treas/Coll Reimb	8,250	8,250
6,041	5,114	17,796	6,321	19,565	5231	Water/sewer	18,706	18,706
12,327	10,281	13,468	9,026	5,015	5303	On Line Services	11,423	11,423
628	613	615	650	228	5340	Cell Phone	650	650
0	0	0	0	0	5343	Postage	500	500
464	605	586	600	349	5410	Petro	500	500
1,723	2,031	183	1,950	0	5421	Office Supplies	1,600	1,600
1,539	1,552	1,567	1,600	0	5422	Printing	1,600	1,600
12,435	10,264	10,270	12,450	3,834	5510	Program Supplies	10,900	10,900
0	200	230	250	252	5581	Summer Uniforms	250	250
279	91	0	300	0	5711	Mileage Reimbursement	150	150
139	139	239	150	0	5731	Dues	150	150
2,282	2,304	1,480	2,500	1,537	5741	Property/Liability Ins	1,700	1,700
1,290	0	1,290	0	0	5783	After School Licenses	1,290	1,290
110,322	108,117	135,847	129,944	86,010		*Total Expenses*	148,118	148,118
322,221	323,565	357,426	356,020	216,581		*Total Budget*	384,194	384,194

STABILIZATION FUND

<i>Financing</i>	FY 17	FY 18	FY 19	FY 20	FY 21
	Approved	Approved	Approved	Approved	Requested
Opening Balance	2,718,207	3,249,114	3,377,731	4,048,042	4,430,167
TRF from Free Cash	500,000	500,000	500,000	300,000	200,000
Interst Earnings	58,584	56,109	65,009	49,943	
Fair Market Value Adj	(27,677)	(77,492)	105,302	32,182	
Appropriation Into Fund					
Total Additions to Fund	530,907	478,617	670,311	382,125	200,000
<i>Expenditures</i>					
18 Industrial Drive Redevelopment		350,000			
TOTALS	-	350,000	-	-	-
Net Fund Balance	3,249,114	3,377,731	4,048,042	4,430,167	4,630,167

FY 2021 BUDGET

Financing	FY 17	FY 18	FY 19	FY 20	FY 21
	Approved	Approved	Approved	Approved	Request
Opening Balance	182,551	183,502	181,971	190,211	193,576
MBTE Settlement					
Interest Earning	3,316	2,767	3,085	2,208	
Fair Market Value Adjustment	(2,365)	(4,298)	5,155	1,157	
Appropriation					
Free Cash					
Sub Total	183,502	181,971	190,211	193,576	193,576
Expenditures					
Total Expenditures	-	-	-	-	-
Net Fund Balance	183,502	181,971	190,211	193,576	193,576

<i>Financing</i>	FY17	FY18	FY19	FY20	FY21
	Approved	Approved	Approved	Approved	Requested
Opening Balance	597,862	40,546	261,531	403,701	514,341
Transfer from Free Cash	50,000	50,000	100,000	100,000	100,000
Transfer from Overlay Surplus					
Appropriation					
Interest Earnings	8,598	3,909	6,386	5,673	
Fair Market Value Adj	(15,914)	(2,924)	9,830	4,967	
Unspent Warrant Articles Returned		170,000	25,954		
Appropriation					
Sub Total	640,546	261,531	403,701	514,341	614,341
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Ambulance #3 Replacement					310,000
Engine 4 Principal & Interest (5 year note FY11-FY15)					
Tower Truck Refurbishment					
Engine #2 Replacement	600,000				
TOTALS	600,000	-	-	-	310,000
Net Fund Balance	40,546	261,531	403,701	514,341	304,341

<i>Financing</i>	FY 17	FY 18	FY 19	FY 20	FY 21
	Approved	Approved	Approved	Approved	Requested
Opening Balance	0	51,673	101,543	209,612	265,069
TRF from Free Cash	50,000	50,000	100,000	50,000	50,000
1/4 of prior year free cash					
Interst Earnings	920	1,529	3,271	2,926	
Fair Market Value Adj	753	-1,659	4,798	2,531	
Appropriation Into Fund					
Total Additions to Fund	51,673	49,870	108,069	55,457	50,000
<i>Expenditures</i>					
Purchase Open Space (Greenwood)					150,166
TOTALS	0	0	0	0	150,166
Net Fund Balance	51,673	101,543	209,612	265,069	164,903

Financing	FY17	FY18	FY19	FY20	FY21
	Approved	Approved	Approved	Approved	Requested
Opening Balance	455,323	231,404	279,774	395,915	506,417
Transfer from W/S Stabilization Fund (3/5 pmts)					
Transfer from Free Cash	50,000	50,000	100,000	100,000	100,000
Previous Interest Earnings					
Appropriation					
Interest Earnings	7,747	4,239	6,293	5,582	
Fair Market Value Adjustment	(9,197)	(5,869)	9,848	4,920	
Unspent Balance Returned					
Sub Total	503,873	279,774	395,915	506,417	606,417
Expenditures					
Debt Service - Dump w/Plow/Spreader	-		-	-	-
DPW Truck w/ Hook & Haul #11					
10 Wheel Dump w/ Wing Plow #12	272,469				
TOTALS	272,469	-	-	-	-
Net Fund Balance	231,404	279,774	395,915	506,417	606,417

Financing	FY 17	FY 18	FY 19	FY 20	FY 21
	Approved	Approved	Approved	Request	Request
Opening Balance	1,346,167	1,346,934	562	0	0
Interest Earnings	7,960	47			
Fair Market Value Adjustment	-7,193	1,235			
Senior Center/Zottoli Payback/Underground Utilities					
Pool payback (From Rec Revolving)					
Public Safety Payback					
Public Buildings Payback					
Annual Investment					
Sub Total	1,346,934	1,348,216	562	0	0
Expenditures					
Pool Debt					
Public Safety Facility					
18 Industrial Drive Redevelopment (11/17 STM)		1,347,654	562		
TOTALS	0	1,347,654	562	0	0
Net Fund Balance	1,346,934	562	0	0	0

Financing	FY 17 Approved	FY 18 Approved	FY 19 Requested	FY 20 Requested	FY 21 Requested
Opening Balance	1,471,687	2,183,577	2,881,266	3,618,252	4,423,908
Transfer from Light Department	125,825	106,800	102,000	104,805	104,000
Transfer from Water/Sewer Enterprise	44,560	44,000	45,000	45,000	45,000
Transfer from General Fund Free Cash	393,473	404,884	404,693	458,449	449,011
Employee W/H Contributions				2,842	8,443
Contributions from SAFER Reimbursement			6,543	8,800	
Interst Earnings	74,235	104,620	138,273	72,625	
Fair Market Value Adj	73,797	37,385	40,477	113,135	
Total Additions to Fund	711,890	697,689	736,986	805,656	606,454
Net Fund Balance	2,183,577	2,881,266	3,618,252	4,423,908	5,030,362

TOWN OF HOLDEN**FY 2021 BUDGET**

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Request FY 2021	Manager FY 2021
HUMAN SERVICES							
Veterans Benefits	66,438	64,431	71,388	79,975	42,336	90,961	90,961
Senior Citizens	253,482	262,882	266,871	289,129	140,611	295,301	295,301
TOTAL	319,920	327,313	338,259	369,104	182,947	386,262	386,262

VETERANS

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

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
7,269	13,118	17,426	19,375	8,923	5120	Veterans Agent	20,361	20,361
7,269	13,118	17,426	19,375	8,923		*Total Salary & Wages*	20,361	20,361
0	0	0	0			# Personnel F/T		
1	1	1	1			# Personnel P/T		
59,134	51,174	53,726	60,000	33,328	5770	Aid & Assistance	70,000	70,000
0	85	158	500	85	5792	Veterans' Programs	500	500
35	54	78	100	0	5343	Postage	100	100
59,169	51,313	53,962	60,600	33,413		*Total Expense*	70,600	70,600
66,438	64,431	71,388	79,975	42,336		*Total Budget*	90,961	90,961

SENIOR CITIZENS

1. **LEADERSHIP** – It is the Director of Senior Services' responsibility to develop and direct programs at the Holden Senior Center that benefit senior citizens, including advocacy for the elderly, and maintaining existing services. The Director works closely with the Council on Aging and other agencies, prepares the monthly senior newsletter, and attends meetings to promote the Council's policies and initiatives. In addition, the Director supervises the Senior Center staff and directs the activities and efforts of many volunteers. The number of volunteer hours is approximately 15,231/year. At the EOE's suggested rate of \$17.06/hour this represents about \$259,841.00 in personnel cost savings to the Senior Center.
2. **PROGRAM COORDINATION** – The Director and Program Coordinator oversee the Senior Center's many programs, and the development of new offerings to meet changing senior needs. The part time Program Coordinator has been very effective in providing seniors with a higher level of programming and services.
3. **PUBLIC INQUIRY/ASSISTANCE** – The staff of the Senior Center responds to inquiries and provides information to the general public about senior services. Information is also disseminated by mailing of the monthly Newsletter, speakers and workshops. For example, free legal and tax preparation clinics are offered yearly.
4. **OUTREACH/ACTIVITIES** – The Outreach Program identifies frail, isolated, home-bound elderly to promote their overall health and well-being. We offer telephone reassurance, home delivered meals, transportation, support services and partner with the Gale Free Library and Wachusett Food Pantry to offer programs to homebound elders and many other outreach programs designed to assist town seniors and improve the quality of their life. Proper referrals are made to appropriate agencies. We hope to strengthen our outreach services by leveraging the annual EOE grant.

SENIOR CITIZENS

5. **TRANSPORTATION** – The Center provides van transportation services to many seniors who are unable to drive due to economic or health reasons. Currently, the HCOA is running two vans, one that is owned by the WRTA and one owned by the Town of Holden. The second town-owned van has enabled the HCOA to meet much of the unmet need in our transportation service. In FY 15, one hour of van service per day was added at no cost to the Town. Transportation is also offered to any handicapped resident regardless of age under the ADA. (These trips represent less than half of the total rides.) Trips are for medical appointments, grocery shopping, and attendance at nutrition, health, cultural, educational and recreation functions. Transportation costs are offset by an annual grant from the WRTA.
6. **NUTRITION** – Maintaining proper nutrition is essential to the elderly. The Center contracts with the Elder Services of Worcester Area, Inc. and is a meal site. The Center also coordinates a monthly “home cooked” meal which has been very successful in attracting an increase in attendance. The Center provides daily Home Delivered Meals to homebound seniors (Meals on Wheels), and the senior luncheon at the Senior Center, Monday-Friday.

TOWN OF HOLDEN

FY 2021 BUDGET

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
39,080	39,712	40,513	41,651	20,666	5112	Clerical	42,734	42,734
71,393	72,815	75,118	76,053	37,736	5113	Director of Senior Services	78,334	78,334
36,754	36,697	36,376	42,377	19,217	5114	Outreach Workers	44,117	44,117
17,073	17,418	17,765	18,260	9,060	5116	Program Coordinator	18,736	18,736
238	222	0	2,000	0	5118	Custodian	2,000	2,000
65,477	68,356	70,627	78,138	36,154	5119	Transportation	78,730	78,730
230,015	235,220	240,399	258,479	122,833		*Total Salary & Wages*	264,651	264,651
3	3	3	3			# Personnel F/T		
9	8	8	8			# Personnel P/T		

990	2,203	990	1,800	990	5242	Maint of Equipment	1,800	1,800
578	577	585	600	262	5340	Cell Phone	600	600
392	368	410	450	0	5343	Postage	450	450
6,231	7,187	7,784	8,800	3,657	5410	Petro Products	8,800	8,800
1,013	1,099	1,300	1,300	422	5421	Office Supplies	1,300	1,300
0	0	0	0	0	5430	Building Maintenance	0	0
664	2,328	536	2,000	506	5480	Bus Maintenance	2,000	2,000
6,179	6,679	6,679	6,800	6,679	5490	Nutrition Program	6,800	6,800
824	698	688	1,400	204	5711	Outreach Mileage	1,400	1,400
6,596	6,523	7,500	7,500	5,058	5792	Programs	7,500	7,500
23,467	27,662	26,472	30,650	17,778		*Total Expenses*	30,650	30,650
253,482	262,882	266,871	289,129	140,611		*Total Budget*	295,301	295,301

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	ASSESSMENT EDUCATION	Request FY 2021	Manager FY 2021
17,442,852	17,626,751	18,233,370	19,225,254	9,612,627	Wachusett Regional School District	20,005,254	20,005,254
4,691,139	5,633,755	6,787,692	7,306,064	3,653,032	Voluntary Contribution	8,238,036	8,238,036
1,573,421	1,884,700	2,004,018	2,204,518	1,102,259	WRSD Transportation	2,360,505	2,360,505
1,019,446	1,003,727	1,022,241	1,050,540	525,270	New High School Debt (Const)	1,050,540	1,050,540
40,875	39,878	39,726	39,434	19,717	Debt (Oil Remediation)	39,434	39,434
24,767,733	26,188,811	28,087,047	29,825,810	14,912,905	*Total WRSD*	31,693,769	31,693,769
					Vocational Education Tuition		
667,463	760,268	833,376	901,029	450,514	Montachusett Vocational	977,616	977,616
26,400	7,436	0	0	0	Out of District Vocational Transportation	30,000	30,000
22,149	22,149	0	0	0	Out of District Vocational Tuition	24,000	24,000
716,012	789,853	833,376	901,029	450,514	*Total Vocational Tuition*	1,031,616	1,031,616
25,483,745	26,978,664	28,920,423	30,726,839	15,363,419	*Total Expenses*	32,725,385	32,725,385
25,483,745	26,978,664	28,920,423	30,726,839	15,363,419	*Total Budget*	32,725,385	32,725,385

TOWN OF HOLDEN**FY 2021 BUDGET**

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	Request FY 2021	Manager FY 2021
CULTURE							
Gale Free Library	842,458	855,020	872,556	912,070	459,973	933,370	928,270
Historical Commission	2,296	2,552	2,324	3,500	454	3,500	3,500
TOTAL	844,754	857,572	874,880	915,570	460,427	936,870	931,770

GALE FREE LIBRARY

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

INFORMATION AND REFERENCE SERVICES

Patrons are able to seek information and receive assistance with independent research on site and by telephone, using print resources, on-line databases, the Internet and various Massachusetts networks. Borrowing from other libraries and loaning our materials is a fundamental tenant of the library, and is an asset to the Holden community. Patrons can directly place holds on items while at the library or at home. Downloadable books, streaming music and movies and access to databases are also available in house and at home. The local history room provides many resources unavailable elsewhere and is accessible to the public. Two genealogy databases are very popular and accessed regularly. The library offers wireless access which increases the demand for study space and librarian's assistance.

CHILDREN'S SERVICES

Families and children learn and appreciate the world using the excellent and diverse collections and on-line information services in a welcoming and friendly children's room. Staff answer questions, provide Internet and database training, and introduce children to the library and its resources with story times, educational performances, concerts, Lego programs and a summer reading program. A major focus of the library's service is to introduce children to the love of reading and assist parents with appropriate reading level material and encourage and support the introduction of reading to the very young as the library desires to create lifelong readers and users of the library.

GALE FREE LIBRARY**SUPPORT FOR FORMAL EDUCATION**

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

POPULAR READING AND PERSONAL ENRICHMENT

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD		Object Description	Request FY 2021	Manager FY 2021
90,412	92,217	95,135	96,317	47,752	5110	Library Director	99,208	99,208
129,036	135,124	140,601	142,360	84,730	5111	Librarians Salaried	135,936	135,936
366,351	371,771	376,106	417,642	191,551	5112	Assistant Librarians	430,835	430,835
					5112	Increases for 3 pages	6,365	6,365
585,799	599,112	611,842	656,319	324,033		*Total Salary & Wages*	672,344	672,344
7	7	7	7			# Personnel F/T		
11	11	12	12			# Personnel P/T		

19,283	15,966	18,116	23,500	6,926	5212	Utilities	23,500	20,500
6,950	10,715	9,526	9,000	1,123	5214	Fuel	9,000	9,000
3,099	3,161	3,006	3,500	1,495	5231	Water/Sewer	3,700	3,700
5,925	4,977	3,515	5,700	1,328	5242	Equipment Maintenance	5,700	5,700
32,737	33,720	34,535	35,706	35,706	5243	CW MARS	36,633	36,633
8,482	4,392	8,453	8,000	6,869	5247	Capital Equip. Maint	8,000	8,000
1,280	1,790	1,775	1,500	428	5249	Alarm/Monitor	2,000	1,500
1,233	1,224	2,292	2,295	912	5340	Cell Phone	2,395	2,295
698	251	667	550	533	5343	Postage	550	550
6,353	4,531	2,670	3,900	2,611	5421	Office Supplies	4,000	4,000
5,229	5,917	4,360	5,500	1,118	5423	Material Processing	5,500	5,500
9,166	12,029	16,902	12,000	2,769	5430	Building Maintenance	13,000	12,000
8,095	711	0	0	0	5450	Cleaning	0	0
175	140	442	300	0	5731	Association Dues	300	300
132,844	138,892	134,389	134,300	65,944	5732	Books	136,448	136,448
654	432	789	500	164	5733	Expense of Meetings	300	300
14,456	17,060	19,277	9,500	8,014	5794	Technology Equipment	10,000	9,500
256,659	255,908	260,714	255,751	135,940		*Total Expenses*	261,026	255,926
842,458	855,020	872,556	912,070	459,973		*Total Budget*	933,370	928,270

MAR = \$909,655

HISTORICAL COMMISSION

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

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

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

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

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

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

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

NOTES

Actual FY 2017	Actual FY 2018	Actual FY 2019	Budget FY 2020	December YTD	APPROPRIATION SUMMARY	Request FY 2021	Manager FY 2021
2,296	2,552	2,324	3,500	454	Operating Expense	3,500	3,500
2,296	2,552	2,324	3,500	454	*Total Budget*	3,500	3,500

Actual FY 2017	Actual FY 2018	Budget FY 2019	Budget FY 2020	December YTD	Object Description	Request FY 2021	Manager FY 2021
348	387	379	400	157	5212 Utilities	400	400
1,393	1,610	1,447	2,000	297	5214 Fuel	2,000	2,000
0	0	0	100	0	5231 Water/Sewer	100	100
555	555	0	800	0	5249 Alarm Monitor	800	800
0	0	498	200	0	5430 Miscellaneous Repairs	200	200
2,296	2,552	2,324	3,500	454	*Total Expense*	3,500	3,500
2,296	2,552	2,324	3,500	454	*Total Budget*	3,500	3,500

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2021 – FY 2025 was developed by the Town Manager's Office using input from Departments. The 5-Year Capital Plan provides us with the opportunity to plan our investments in major equipment, vehicles, and infrastructure over the near term and allows us to react to changes from year to year.

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

Some of the larger projects of note in the FY 2021 Capital Budget are: replacement of a police cruiser, replacement of an ambulance, replacement of the slide at the town pool, and field maintenance.

The FY 2021 Capital Plan recommends the expenditure of \$1,236,708 in free cash. There are no General Fund borrowings but \$2,480,000 from Water/ Sewer Enterprise Fund cash and borrowings are recommended. An additional \$1,569,739 is recommended for acquisitions to be funded from other sources such as Chapter 90 Revenue, DPW Depreciation Fund, Recreation Revolving Fund, and CATV Fund. The total investment for Capital acquisitions and improvements for FY 2021, is \$5,286,447. This total is also supported through sources of funding other than property tax such as Recreation Revolving and the Holden Community Cable TV Revolving Fund.

The capital budget also contains the 5-Year History of Capital Expenditures FY16 – FY20, as voted at Town Meeting. This is informational and shows our ongoing commitment to and investments in our valuable town infrastructure, vehicles, and equipment.

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

Town of Holden
Five Year Capital Plan FY2021-2025

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2021	2022	2023	2024	2025	Grand Total
TOWN MANAGER-IT	ER	UPS Battery Replacements	CASH	\$1,100					\$1,100
		Microsoft Office 365 Cloud	CASH		\$52,902				\$52,902
		Mitsubishi Electric UPS battery @PSB	CASH	\$8,108					\$8,108
TOWN MANAGER - IT				\$9,208	\$52,902	\$0	\$0	\$0	\$62,110
POLICE	VR	Cruiser (1)	CASH	\$65,000					\$65,000
		Cruisers (2)	CASH		\$120,000	\$125,000	\$130,000	\$135,000	\$510,000
POLICE									\$0
POLICE				\$65,000	\$120,000	\$125,000	\$130,000	\$135,000	\$575,000
FIRE-EMS	ER	Hose 5,300 ft. - 4"	CASH		\$24,000				\$24,000
		PPE	CASH	\$12,000	\$18,000	\$18,000	\$18,000	\$18,000	\$84,000
		Thermal Imaging Camera (2)	CASH		\$8,000				\$8,000
		Lucas Press (CPR)	CASH				\$15,000		\$15,000
		Lifepak 15 Monitor/Defibrillator	CASH				\$65,000		\$65,000
		Chief's Vehicle	CASH						\$0
		Portable Structure - Chaffins Sub-Station	CASH	\$30,000					\$30,000
		Jaws of Life Tool Replacement E1	CASH		\$50,000				\$50,000
		SCBA Compressor Replacement	CASH			\$60,000			\$60,000
	VR	Squad Car	CASH		\$70,000				\$70,000
		Ambulance	FIRE STABILIZATION	\$310,000			\$325,000		\$635,000
		Deputy Chief's Vehicle	CASH			\$55,000			\$55,000
		Tower Truck Replacement	BORROWING					\$1,000,000	\$1,000,000
FIRE-EMS				\$352,000	\$170,000	\$133,000	\$423,000	\$1,018,000	\$2,096,000
DPW-ENGINEERING	II	Bridge Replacement Master Plan	CASH	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		Light Duty SUV, Truck #32 (50%)	CASH			\$15,000			\$15,000
		Catch Basin Cleaning Contract	CASH	\$90,000	\$90,000				\$180,000
		Drainage Outfall Assessment Dry Weather	CASH	\$21,000					\$21,000
		Speed Radar Signs	CASH		\$20,000				\$20,000
		Catchment Area Investigation	CASH		\$15,000				\$15,000
	VR	Light Duty SUV, Truck #32 (50%)	CASH			\$15,000			\$15,000
DPW-ENGINEERING SUB-TOTAL				\$161,000	\$175,000	\$80,000	\$50,000	\$50,000	\$516,000
DPW-HIGHWAY	II	LOCAL ROADS/ SIDEWALKS	CASH	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
		CHAPTER 90	State Reimb	\$615,739	\$615,739	\$615,739	\$615,739	\$615,739	\$3,078,695
	VR	F350 Truck w/Fuel Tank #45	CASH			\$60,000			\$60,000
		Mini-Excavator	CASH		\$85,000				\$85,000
		F350 Truck w/Plow #10	CASH	\$60,000					\$60,000
		Rehab of Rubber Tire Excavator #55	CASH	\$40,000					\$40,000
	NEW	6-Wheel Heavy Duty Truck w/Dump/Plow/Wing	CASH		\$200,000				\$200,000
		New Bucket-Catch Basin Cleaner	CASH	\$6,000					\$6,000
		Street Sweeper #33	CASH		\$200,000				\$200,000
		F350 Truck w/Plow #62	CASH			\$65,000			\$65,000
		F550 Truck w/Dump and Plow #18	CASH			\$125,000			\$125,000
		10-Wheel Truck w/Dump/Sander/Plow/Wing #14	CASH					\$275,000	\$275,000
		10-Wheel Truck w/Dump/Sander/Plow/Wing #16	CASH					\$275,000	\$275,000

Town of Holden
Five Year Capital Plan FY2021-2025

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2021	2022	2023	2024	2025	Grand Total
		Sidewalk Plow #65	CASH					\$180,000	\$180,000
		F550 Truck w/Dump/Sander/Plow/Wing #48	CASH					\$130,000	\$130,000
		F550 Truck w/Dump/Sander/Plow/Wing #19	CASH					\$130,000	\$130,000
		Catch Basin Cleaner #35	CASH					\$275,000	\$275,000
	ER	3-5 Ton Roller	CASH			\$40,000			\$40,000
		Tag Trailer	CASH				\$15,000		\$15,000
	NEW	Electronic Message Board (50%)	CASH		\$12,000				\$12,000
		Concrete Core Drill	CASH	\$10,000					\$10,000
		Specialty Plow Blades	CASH	\$50,000					\$50,000
		Walk Behind Road Saw	CASH	\$5,500					\$5,500
		Air Compressor	CASH		\$25,000				\$25,000
		DPW-HIGHWAY SUB-TOTAL				\$1,112,239	\$1,462,739	\$1,230,739	\$955,739
DPW-B&G	BM	Misc Building Repairs	CASH	\$15,000					\$15,000
	VR	Cemetery Utility Buggy 4x4 w/Dump	CASH		\$20,000				\$20,000
		Cemetery Tractor/Backhoe	CASH	\$55,000					\$55,000
		Field Tractor w/Backhoe	CASH		\$30,000				\$30,000
		F350 Pickup w/Plow #38	CASH			\$60,000			\$60,000
		F550 Truck w/Dump/Plow/Wing #56	CASH			\$150,000			\$150,000
		F550 Truck w/Dump/Plow/Wing #30	CASH				\$150,000		\$150,000
	II	Waste Wood Removal-Cemetery	CASH	\$18,000					\$18,000
	ER	Pro Press Plumbing Tool	CASH	\$4,000					\$4,000
		Replacement Tires Roadside Mower #61	CASH	\$6,000					\$6,000
		Roadside Mower #61	CASH			\$150,000			\$150,000
		Sports Field Large Mower #53	CASH				\$70,000		\$70,000
		Small Parks Tractor	CASH					\$30,000	\$30,000
	NEW	DPW Facility Industrial Equipment Purchase	CASH	\$360,000					\$360,000
DPW-B&G SUB-TOTAL				\$458,000	\$50,000	\$360,000	\$220,000	\$30,000	\$1,118,000
DPW				\$1,731,239	\$1,687,739	\$1,670,739	\$1,225,739	\$2,285,739	\$8,601,195
LIBRARY	BM	Reading room furniture	CASH	\$5,000					\$5,000
		Wooden Windows	CASH		\$6,000				\$6,000
		Blind Replacements	CASH			\$3,500			\$3,500
		Children's Room Furniture	CASH				\$5,000		\$5,000
LIBRARY				\$5,000	\$6,000	\$3,500	\$5,000	\$0	\$19,500
WATER/SEWER	II	SCADA Planning/Design	BORROWING	\$450,000					\$450,000
		Water Main Replacement and/or Lining	BORROWING	\$1,000,000	\$1,200,000	\$1,300,000	\$1,000,000	\$1,000,000	\$5,500,000
		Inflow/Infiltration Removal	BORROWING	\$950,000	\$190,000	\$200,000	\$100,000	\$1,100,000	\$2,540,000
		Sewer Pump Stations	CASH		\$60,000	\$400,000			\$460,000
		Risk & Resilience Assessment	CASH	\$20,000					\$20,000
		Water System Master Plan	CASH	\$60,000					\$60,000
		Spring Street Water Treatment Plant	BORROWING			\$75,000	\$2,000,000		\$2,075,000
		Steele Street Tank Evaluation	CASH				\$60,000		\$60,000

Town of Holden
Five Year Capital Plan FY2021-2025

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2021	2022	2023	2024	2025	Grand Total
	VR	Electronic Message Board (50%)	CASH		\$12,000				\$12,000
		Truck #2, F350 w/plow	CASH		\$60,000				\$60,000
		Truck #3, F350 w/plow	CASH		\$60,000				\$60,000
		Truck #50, F350 w/plow	CASH		\$60,000				\$60,000
		Electronic Message Board (50%)	CASH						\$0
		Light Duty SUV, Truck #32 (50%)	CASH			\$15,000			\$15,000
		Light Duty SUV, Truck #80	CASH			\$30,000			\$30,000
		Truck #5, F550 Utility w/crane, hydr & compressor	CASH			\$130,000			\$130,000
		Truck #7, F550 w/dump & plow	CASH				\$100,000		\$100,000
		Truck #67, F350 Utility w/crane & plow	CASH					\$70,000	\$70,000
WATER/SEWER				\$2,480,000	\$1,642,000	\$2,150,000	\$3,260,000	\$2,170,000	\$11,702,000
CATV		CATV Studio Camera Upgrade	Cable TV	\$70,000	\$20,000	\$20,000	\$20,000	\$95,000	\$225,000
		Remote Studio/ Upgrades	Cable TV	\$14,000		\$23,000	\$23,000		\$60,000
CATV				\$84,000	\$20,000	\$43,000	\$43,000	\$95,000	\$285,000
RECREATION	PM	Field Maintenance	Recreation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		Court Maintenance	Recreation	\$10,000	\$23,000				\$33,000
		Playground Surfaces/ Equipment	Recreation	\$35,000	\$75,000	\$75,000			\$185,000
		Pool Re-Caulking	Recreation			\$10,000	\$15,000		\$25,000
		Shade Structures - pool	Recreation	\$20,000					\$20,000
		Skate Park or Dog Park - Eagle Lake	Recreation					\$75,000	\$75,000
		Water Slide - pool	Recreation				\$175,000		\$175,000
		Fencing Dawson Basketball	Recreation	\$15,000					\$15,000
		Pool Plumbing Upgrades	Recreation	\$150,000					\$150,000
		Pool Slide Replacement	Recreation	\$250,000					\$250,000
RECREATION				\$530,000	\$148,000	\$135,000	\$240,000	\$125,000	\$1,178,000
INSPECTIONS	NEW	Inspections Vehicle	Inspections	\$ 30,000					\$30,000
INSPECTIONS				\$30,000	\$0	\$0	\$0	\$0	\$30,000
Grand Total				\$5,286,447	\$3,846,641	\$4,260,239	\$5,326,739	\$5,828,739	\$24,548,805

KEY:

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

SUMMARY	FY	FY	FY	FY	FY	
FUNDING SOURCE	2021	2022	2023	2024	2025	Grand Total
BOND - GENERAL FUND	\$0	\$0	\$0	\$0	\$1,550,000	\$1,550,000
CASH APPROPRIATION	\$1,236,708	\$1,420,902	\$1,316,500	\$843,000	\$1,273,000	\$6,090,110
DPW FACILITY	\$9,000,000	\$9,500,000	\$0	\$0	\$0	\$18,500,000
OTHER - CH 90/REC/CATV	\$1,259,739	\$783,739	\$793,739	\$898,739	\$835,739	\$4,571,695
OTHER - FIRE STBL/DPW DEPR	\$310,000	\$0	\$0	\$325,000	\$0	\$635,000
Sub-Total w/out DPW Facility	\$2,806,447	\$2,204,641	\$2,110,239	\$2,066,739	\$3,658,739	\$12,846,805
BOND - W/S	\$2,400,000	\$1,390,000	\$1,500,000	\$3,100,000	\$2,100,000	\$10,490,000
CASH - W/S	\$80,000	\$252,000	\$650,000	\$160,000	\$70,000	\$1,212,000
WS Sub-Total	\$2,480,000	\$1,642,000	\$2,150,000	\$3,260,000	\$2,170,000	\$11,702,000
Grand Total w/out DPW Facility	\$5,286,447	\$3,846,641	\$4,260,239	\$5,326,739	\$5,828,739	\$24,548,805
GRAND TOTAL	\$14,286,447	\$13,346,641	\$4,260,239	\$5,326,739	\$5,828,739	\$43,048,805

Town of Holden
Five Year Capital Budget History -- 2016 - 2020
(As Voted at Town Meeting)

DEPARTMENT	EXPENDITURE	2016	2017	2018	2019	2020	GRAND TOTAL
FIRE							
	Traffic Light System						\$0
	Portable Radio Upgrades	\$100,000					\$100,000
	Tower Truck Refurbishment	\$250,000					\$250,000
	Hose 5,300 ft. - 4"		\$32,000				\$32,000
	Tough Book/ Doc (2)	\$5,000					\$5,000
	PPE	\$12,000	\$12,000	\$25,000	\$12,000	\$18,000	\$79,000
	USB Batteries						\$0
	Engine #2 Replacement		\$600,000				\$600,000
	Fire Chief's Vehicle - Chevy Tahoe					\$55,000	\$55,000
	Thermal Imaging Camera (2)				\$16,500		\$16,500
EMS							
	Defibrillator		\$58,000				\$58,000
	Lucas Press (CPR)	\$13,000					\$13,000
	Video Laryngoscopes		\$10,000				\$10,000
	Infusion Pumps		\$16,000				\$16,000
	Ambulance			\$300,000			\$300,000
	Lifepak 15 monitor/defibrillator					\$30,000	\$30,000
	Fire & EMS Sub-Total	\$380,000	\$728,000	\$325,000	\$28,500	\$103,000	\$1,564,500
HISTORIC DISTRICT							
HDC	Historic District Signs						\$0
LIBRARY							
	Replacement of Light Fixtures		\$60,000				\$60,000
	Stone Work - Walls/Walkway					\$4,000	\$4,000
	Reference/ Computer Furniture	\$24,000					\$24,000
	Library Subtotal	\$24,000	\$60,000	\$0	\$0	\$4,000	\$88,000
POLICE							
	Cruisers	\$74,000	\$74,000	\$84,000	\$90,000	\$92,000	\$414,000
	SUV Truck #11		\$31,000				\$31,000
	Protective Vests		\$25,000				\$25,000
	Police Sub-Total	\$74,000	\$130,000	\$84,000	\$90,000	\$92,000	\$470,000
PS FACILITY							
	Police Garge Floor Coating				\$30,000		\$30,000
	Fire Garage Floor Coating				\$60,000		\$60,000
	PS Faciltiy Sub-Total	\$0	\$0	\$0	\$90,000		\$90,000
PUBLIC WORKS							
ADMIN.	1420 Main St. Parking Lot (50%)	\$30,000					\$30,000
	Truck #8 Light Duty SUV					\$15,000	\$15,000
	Road Sensor/ Salt Spreader	\$15,000					\$15,000

DEPARTMENT	EXPENDITURE	2016	2017	2018	2019	2020	GRAND TOTAL
ENGINEERING	Heavy Duty SUV Truck #49					\$27,500	\$27,500
	Bridge Replacement Master Plan				\$50,000	\$50,000	\$100,000
HIGHWAY	Traffic Signal Upgrades		\$60,000	\$50,000	\$50,000		\$160,000
	Sidewalk / Trench Paver	\$35,000					\$35,000
	Sidewalk Plow/ Blower			\$85,000			\$85,000
	Truck/ Hook & Haul #11	\$180,000					\$180,000
	Asphalt Reheater/ Trailer (50%)	\$22,500					\$22,500
	Wyoming Drive Culvert	\$50,000	\$200,000				\$250,000
	LOCAL ROADS/ SIDEWALKS	\$300,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,600,000
	CHAPTER 90	\$613,121	\$613,000	\$613,423	\$615,739	\$613,000	\$3,068,283
	1-Ton Roller			\$20,000			\$20,000
	Sidewalk Paving Materials	\$25,000					\$25,000
	Truck #44 Sidewalk Tractor/plow					\$150,000	\$150,000
	Loader w/ Wing Plow			\$270,000			\$270,000
	Street Sweeper #47	\$190,000					\$190,000
	Soil Material Disposal Cemetery				\$65,000		\$65,000
	Truck #6 F350 w/Plow				\$50,000		\$50,000
	F350 w/ Fuel Tank			\$110,000			\$110,000
	10-Wheel Dump w/ Wing Plow #12		\$280,000				\$280,000
	8-Ton Split Tilt Trailer				\$15,000		\$15,000
	Vibratory Plate Compactor				\$10,000		\$10,000
	Hook and Haul Water Tank				\$30,000		\$30,000
MECHANICS	Truck w/ Plow						\$0
BUILDINGS & GROUND	Starbard/ TH Exterior Paint	\$60,000					\$60,000
	Town Hall Entry Doors						\$0
	Trout Brook Pavillion Upgrades			\$18,000			\$18,000
	Infield Groomer w/ Trailer	\$25,000					\$25,000
	Tractor/ Mower			\$15,000			\$15,000
	Brush Chipper					\$50,000	\$50,000
	Truck #58 F350 Pickup w/Plow					\$60,000	\$60,000
	F350 Utility Body w/ Plow			\$70,000			\$70,000
	Zero Turn Mower				\$15,000		\$15,000
	Boom Flail Mower Head Replacement				\$16,000	\$35,000	\$51,000
	Truck #37 F550 Dump w/Plow				\$125,000		\$125,000
	Truck #42 Utility Van				\$40,000		\$40,000
	DPW Sub-Total	\$1,545,621	\$1,478,000	\$1,576,423	\$1,406,739	\$1,325,500	\$7,332,283

DEPARTMENT	EXPENDITURE	2016	2017	2018	2019	2020	GRAND TOTAL
DPW WATER/ SEWER							
	SCADA Planning/Design			\$150,000	\$400,000	\$450,000	\$1,000,000
	Asphalt Reheater/ Trailer (50%)	\$22,500	\$60,000				\$82,500
	Water Main Replacement	\$1,600,000	\$850,000	\$825,000	\$700,000	\$170,000	\$4,145,000
	Inflow/Infiltration Removal	\$240,000	\$365,000	\$170,000	\$90,000		\$865,000
	Heritage Lane Sewer Pump Station			\$840,000		\$340,000	\$1,180,000
	Water System Master Plan			\$100,000	\$75,000		\$175,000
	Lincoln/ Jefferson Pump Sta	\$270,000	\$350,000				\$620,000
	Sycamore Dr. Booster Station	\$35,000					\$35,000
	Sycamore Dr. Pump Station			\$280,000			\$280,000
	Princeton St.Sewer Pump Sta		\$280,000				\$280,000
	Avery Heights Tank Painting						\$0
	Large Meter Replacement			\$75,000			\$75,000
	Dump w/ Plow	70,000					\$70,000
	Dump w/ Plow #60	\$220,000					\$220,000
	Sidewalk Plow/ Blower			\$85,000			\$85,000
	Landscape Trailer			\$15,000			\$15,000
	F350 w/ Plow #4		\$105,000				\$105,000
	Pipe Saw					\$12,000	\$12,000
	Jefferson Water Tank Rehab				\$75,000	\$1,300,000	\$1,375,000
	Town Wide Meter Replacemnet				\$1,000,000	\$500,000	\$1,500,000
	Truck #8 Light Duty SUV						\$0
	Truck #49 Engineering/Plow SUV					\$27,500	\$27,500
	Zero Turn Mower				\$10,000		\$10,000
	Water/ Sewer Subtotal	\$2,457,500	\$2,010,000	\$2,540,000	\$2,350,000	\$2,799,500	\$12,157,000
RECREATION							
	1420 Main St. Parking Lot (50%)	\$30,000					\$30,000
	Furnishings - Office/ Studio	\$15,000					\$15,000
	Pool Vacuum						\$0
	Backstop -- Jefferson		\$15,000				\$15,000
	Field Maintenance-Mayo					\$30,000	\$30,000
	Upgrade PD Sta for Rec Use						\$0
	Trout Brook Pavillion				\$65,000		\$65,000
	Court Maintenance	\$15,000	\$25,000	\$30,000			\$70,000
	Playground Surfaces/ Equipment		\$15,000			\$10,000	\$25,000
	Lap Pool Re-Caulking			\$15,000	\$15,000		\$30,000
	Tennis Backboard				\$8,000		\$8,000
	Davis Hill Soccer Field #2				\$35,000		\$35,000
	Dawson Tennis Court Maintenance					\$12,000	\$12,000
	Dawson Rec Basketball Courts					\$10,000	\$10,000
	Pickleball Court					\$2,000	\$2,000
	Recreation Subtotal	\$60,000	\$55,000	\$45,000	\$123,000	\$64,000	\$347,000

DEPARTMENT	EXPENDITURE	2016	2017	2018	2019	2020	GRAND TOTAL
SENIOR CENTER							
	Carpeting		\$20,000				\$20,000
	Interior Painting						\$0
	Kitchen Refrigerator/Stove	\$14,500		\$10,000			\$24,500
	Roof Replacement/ Repairs		\$35,000	\$55,000	\$50,000		\$140,000
	Town COA Van 30%					\$20,000	\$20,000
	Senior Center Subtotal	\$14,500	\$55,000	\$65,000	\$50,000	\$20,000	\$204,500
TOWN CLERK							
	Voting Equipment		\$49,000		\$11,040		\$60,040
ASSESSOR							
	Vision Upgrade				\$25,000		\$25,000
	Desktop Office Computer Replacements					\$3,000	\$3,000
	Annual RRC Software Maintenance (Cloud)					\$1,500	\$1,500
	Assessor Subtotal	\$0	\$0	\$0	\$25,000	\$4,500	\$29,500
TOWN MANAGER - IT							
	Hardware Updates	\$25,000	\$25,000	\$15,000	\$15,000	\$15,000	\$95,000
	SAN Upgrade		\$37,000				\$37,000
	Town Manager Subtotal	\$25,000	\$62,000	\$15,000	\$15,000	\$15,000	\$132,000
HOLDEN COMMUNITY TV							
	CATV Studio Camera Upgrade	\$100,000	\$25,000	\$95,000	\$99,170	\$55,000	\$374,170
	Remote Studio/ Upgrades		\$100,000	\$120,000			\$220,000
	Memorial Hall Lighting				\$4,000	\$21,000	\$25,000
	Mac Pro Upgrade					\$14,000	\$14,000
	CATV Subtotal	\$100,000	\$125,000	\$215,000	\$103,170	\$90,000	\$633,170
Grand Total		\$4,680,621	\$4,752,000	\$4,865,423	\$4,292,449	\$4,517,500	\$23,107,993