



FY 2013 BUDGET

Town of Holden • Massachusetts

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TOWN OF HOLDEN

FY 2013 BUDGET

BUDGET SUMMARY

	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Manager FY 2013
General Government	3,944,215	4,311,362	4,149,140	4,945,262	4,736,004	4,753,768
Public Safety	3,296,886	3,924,371	4,409,395	4,360,480	4,437,859	4,454,198
Public Works	2,411,005	2,503,052	2,385,794	2,416,563	2,419,833	2,586,311
Human Services	282,072	251,751	276,107	296,775	322,940	330,071
Culture	718,254	722,746	724,822	756,571	745,692	764,188
TOTAL MUNICIPAL	10,652,432	11,713,282	11,945,258	12,775,651	12,662,328	12,888,536
TOTAL DEBT	3,524,089	3,712,323	3,790,568	4,016,137	3,947,387	4,122,040
TOTAL EDUCATION	20,546,735	20,514,835	20,397,444	21,249,850	21,249,850	21,932,415
TOTAL MUNICIPAL, DEBT AND EDUCATION	34,723,256	35,940,440	36,133,270	38,041,638	37,859,565	38,942,992
OTHER FUNDS						
Water/Sewer Enterprise Fund	4,411,413	4,803,760	5,078,071	5,551,067	5,409,811	6,073,205
Water/Sewer Stabilization Fund	-	25,000	-	-	-	-
DPW Depreciation Fund	20,000	406,192	218,192	19,192	19,192	19,150
Recreation Revolving Fund	370,137	586,314	422,981	447,876	414,997	395,981
After School Revolving Fund	259,006	256,789	274,811	299,074	297,004	304,356
Cable Revolving Fund	192,822	178,783	171,535	260,054	252,297	264,846
Solid Waste Enterprise Fund	937,979	959,668	1,011,182	1,164,107	1,127,435	1,154,826
Inspection Revolving Fund	212,367	203,893	208,669	214,271	217,067	224,882
Fire Vehicle Stabilization Fund	50,000	25,000	175,000	134,800	134,800	133,600
TOTAL OTHER FUNDS	6,453,724	7,445,399	7,560,441	8,090,441	7,872,603	8,570,846

TOWN OF HOLDEN

FY 2013 BUDGET

	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Manager FY 2013
GENERAL GOVERNMENT						
Moderator	100	100	100	165	165	165
Finance Committee	126,249	361,691	101,540	181,935	181,935	127,000
Selectmen	20,330	32,926	21,740	22,650	22,600	24,250
Town Manager / Personnel	340,394	308,143	322,283	529,464	493,070	484,224
Information Technology	225,488	235,658	232,896	318,893	266,899	346,651
Finance						
Accounting	128,168	134,047	138,774	141,474	143,679	143,530
Treasurer/Collector	243,604	256,087	256,983	240,202	242,691	256,593
Assessors	243,855	216,040	208,531	225,951	215,014	245,212
Legal	200,694	259,735	208,380	197,000	197,000	197,000
Town Clerk	195,058	193,552	175,906	200,610	200,283	207,624
Non-Departmental						
Insurance	1,425,341	1,477,932	1,599,802	1,863,800	1,754,629	1,566,700
Retirement	591,126	631,711	687,705	802,434	802,434	931,617
Growth Management	203,808	203,740	194,500	220,684	215,605	223,202
TOTAL	3,944,215	4,311,362	4,149,140	4,945,262	4,736,004	4,753,768
TOTAL DEBT SERVICE	3,524,089	3,712,323	3,790,568	4,016,137	3,947,387	4,122,040

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.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
100	100	100	100	100	5120 Moderator	100
100	100	100	100	100	*Total Salary & Wages*	100
0.00	0.00	0.00	0.00	0.00	# Personnel F/T	0.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T	1.00
0	0	0	15	15	5731 Association Dues	15
0	0	0	50	50	5733 Expense of Meetings	50
0	0	0	65	65	*Total Expense*	65
100	100	100	165	165	*Total Budget*	165

FINANCE COMMITTEE

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

Average number of meetings per year 20

	FY 09	FY 10	FY 11	FY 12	FY 13 est.
Meetings Held	25	26	15	17	20

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

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

DEPARTMENT Finance Committee	FUNCTION Finance Committee	FUNCTION CODE 01-131
DEPARTMENT HEAD James Dunn, Chairman	PREPARED BY James Dunn	

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
0	0	0	0	0	Clerical	0
0	0	0	0	0	*Total Salary & Wages*	0
0	0	0	0	0	# Personnel F/T	0
0	0	0	0	0	# Personnel P/T	0
0	0	50	50	50	5343 Postage	50
150	140	0	150	150	5421 Office Supplies	150
231	231	231	235	235	5731 Association Dues	240
868	1,320	1,259	1,500	1,500	5733 Expense of Meetings	1,560
125,000	360,000	100,000	180,000	180,000	5781 Reserve Fund	125,000
126,249	361,691	101,540	181,935	181,935	*Total Expense*	127,000
126,249	361,691	101,540	181,935	181,935	*Total Budget*	127,000

BOARD OF SELECTMEN

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

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

Activity	FY 2010	FY 2011	FY 2012	FY 2013 (EST)
Selectmen Regular Meetings	25	25	25	25
Selectmen Special/ Budget Meetings	20	20	20	20

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

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

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Robert P. Lavigne	PREPARED BY	

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
5,150	5,150	5,150	5,150	5,150	5120	Selectmen Salary	5,150
1,617	1,824	1,487	2,350	2,300	5122	Selectmen Clerical	2,350
6,767	6,974	6,637	7,500	7,450		*Total Salary & Wages*	7,500
0.00	0.00	0.00	0.00	0.00		# Personnel F/T	0.00
6.00	6.00	6.00	6.00	6.00		# Personnel P/T	6.00
369	270	173	400	400	5301	Advertising	400
445	210	300	300	300	5343	Postage	300
238	347	573	950	950	5421	Office Supplies	950
1,000	1,000	1,000	1,000	1,000	5710	Car Allowance	1,000
2,726	2,726	2,726	2,800	2,800	5731	Association Dues	2,800
3,075	3,877	3,415	3,500	3,500	5733	Expense of Meetings	3,800
1,378	852	1,916	1,200	1,200	5780	Employee Appreciation	2,500
4,332	5,000	5,000	5,000	5,000	5792	Memorial Day Parade	5,000
0	11,670	0	0	0	5781	Reserve Fund	0
13,563	25,952	15,103	15,150	15,150		*Total Expenses*	16,750
20,330	32,926	21,740	22,650	22,600		*Total Budget*	24,250

TOWN MANAGER

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

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

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

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

Activity Claims Processed	FY 2009	FY 2009 December Ice Storm Claims	FY 2010	FY 2011	FY 2012	FY 2013 (EST)
Auto	6	14	7	7	3	4
Property/General Liability	1	2	1	0	1	0

The Assistant Town Manager is responsible for the purchasing function coordinating the formulation, distribution and award of formal bids generated by various departments. Compliance with the public bidding laws is monitored. Joint bids with other towns are coordinated and encouraged for additional savings. Approximately 500 purchase orders are processed and files of purchasing catalogs are made available to departments. During FY 2011 the Assistant Town Manager attended the required courses and is now a certified Massachusetts Certified Public Purchasing Officer (MCPPO) by the State Office of the Inspector General. Every city and town is required to have a MCPPO. The Town Manager will be attending these courses during FY 13 to become certified.

TOWN MANAGER

Activity	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 (EST)
Bids	12	14	12	12	12
Purchase Orders	800	422	554	600	615

Along with general administrative support, this budget includes support services for various Town Boards and organizations: \$200 for Infrastructure Investment Fund Board and \$600 for the Town's contribution towards Holden Days.

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

The Personnel Department prepares job notices and advertisements. In fiscal year 2009, 10 job notices were generated which included new positions, full time and part time, promotional notices, and open notices for vacancies which occurred during the year. The U.S. Department of Homeland Security requires the employer to complete and keep on file an Employment Eligibility Verification (Form I-9) for new employees hired after November 1986. The Personnel Department fulfills this requirement. In addition, the Equal Employment Opportunity Commission requires a State and Local Government Information Report (EEO-4) be filed which includes employment data for all full-time, part-time and newly hired employees.

Activity	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 (EST)
Vacancy Notices Posted	10	16	10	8	8
Unemployment Claims	6	1	1	1	1
Workers Comp Claims/IOD	10	8	10	7	6
Retirements	2	2	5	1	2

TOWN MANAGER

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

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

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

The wage adjustment line in the Personnel budget provides the funding necessary to adjust town employees' salaries consistent with negotiated collective bargaining agreements. When settlements are known, these funds are placed directly in individual department budgets. Also included is funding for the management incentive plan. Collective bargaining agreements which have not been settled for FY 2013 include the police, public works, police superior officers and light department unions. Additional funds have been set aside for non-union employee cost-of-living adjustments.

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

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

Part time clerical support is supported in this budget for any Boards and Commissions needing additional clerical support to comply with the Open Meeting Law.

A sum of money is allocated to pay for any accrued vacation, sick, and other costs for employees who leave the town's employ. Budgets which have not appropriated for these unexpected costs and cannot absorb them can avail themselves of these funds. This funding is continued into FY 2013.

DEPARTMENT Town Manager	FUNCTION Town Manager	FUNCTION CODE 01-123
DEPARTMENT HEAD Nancy T. Galkowski	PREPARED BY Nancy T. Galkowski	

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
308,057	283,131	292,270	493,564	457,375	Salary & Wages	447,924
32,337	25,012	30,013	35,900	35,695	Operating Expense	36,300
<u>340,394</u>	<u>308,143</u>	<u>322,283</u>	<u>529,464</u>	<u>493,070</u>	*Total Budget*	<u>484,224</u>
2,000	2,000	2,000	22,000	22,000	Indirects Included:	
					HMLD Indirect Charge	22,000
					Water Sewer Enterprise Fund	5,000
<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>22,000</u>	<u>22,000</u>	Indirects	<u>27,000</u>

TOWN OF HOLDEN

FY 2013 BUDGET

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
60,037	91,424	131,158	135,300	134,935	5110 Town Manager	137,590
56,252	56,902	57,850	58,524	59,694	5111 Administrative Asst. TM/Personnel	59,694
32,945	34,227	22,523	22,404	23,866	5112 Clerical TM/Personnel	25,904
61,323	61,211	63,072	90,576	96,082	5113 Asst. Town Manager/Personnel Dir	96,082
0	0	346	5,200	0	5119 Senior Clerk PT	2,000
0	1,625	3,960	4,060	4,048	5143 Town Manager Deferred Comp	4,154
0	26,542	0	0	0	Reserve Fund Separation Agreement	0
17,500	7,700	5,250	17,500	3,750	Incentive Plan	7,500
80,000	3,500	0	125,000	125,000	5150 Wage Adjustment	80,000
0	0	8,111	35,000	10,000	5152 Accrued Time Buy Out	35,000
308,057	283,131	292,270	493,564	457,375	*Total Salary & Wages*	447,924
4.00	4.00	4.00	3.00	3.00	# Personnel F/T	3.00
0.00	0.00	0.00	1.00	1.00	# Personnel P/T	1.00
99	575	278	200	200	5242 Equipment Maintenance	300
2,641	945	1,294	3,300	3,000	5301 Advertising	2,000
0	0	24	200	200	5304 Physicals	200
1,275	1,330	740	1,600	1,600	5306 Drug/Alcohol Testing	1,600
485	505	550	550	645	5308 Holden Days	650
1,223	1,728	990	1,200	1,200	5340 Cell Phone Expense	1,200
809	1,293	1,202	1,400	1,400	5343 Postage	1,400
3,490	1,156	0	0	0	5410 Petro	0
2,932	2,971	2,550	4,300	4,300	5421 Office Supplies	4,000
3,682	3,911	2,596	4,500	4,500	5422 Printing	5,000
234	289	0	0	0	5480 Vehicle Maintenance	0
932	2,000	3,832	5,700	5,700	5510 Training	7,000
4,979	0	0	0	0	5691 Regionalism/MORE	0
0	2,000	4,800	4,800	4,800	5710 Car Allowance	4,800
0	81	784	750	750	5711 Mileage	750
0	2,220	1,731	2,500	2,500	5720 Out of State Travel	2,500
2,172	1,395	565	2,200	2,200	5731 Association Dues	2,200
37	219	82	200	200	5732 Subscriptions	200
2,147	2,394	2,458	2,500	2,500	5733 Expense of Meetings	2,500
5,200	0	5,537	0	0	5735 NEGFOA Benchmark	0
32,337	25,012	30,013	35,900	35,695	*Total Expenses*	36,300
340,394	308,143	322,283	529,464	493,070	*Total Budget*	484,224

INFORMATION TECHNOLOGY

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

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

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

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

INFORMATION TECHNOLOGY

5. SPECIAL PROJECTS

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

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

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

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
119,925	124,292	126,213	202,548	151,704	Salary & Wages	212,081
105,563	111,366	106,683	116,345	115,195	Operating Expense	134,570
225,488	235,658	232,896	318,893	266,899	*Total Budget*	346,651
9,000	9,000	12,000	20,000	20,000	Indirects Included:	
			9,000	9,000	HMLD charge	20,000
			15,000	15,000	Water Sewer Enterprise Fund	10,000
9,000	9,000	12,000	44,000	44,000	Inspections	10,000
					Indirects	40,000

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
65,494	66,238	67,369	68,140	69,503	5111 System Administrator	69,503
51,811	55,444	58,624	61,692	62,916	5113 Network Administrator	65,440
2,620	2,610	220	0	0	5119 System Adm PT	0
0	0	0	72,716	19,285	Chief Information Officer	77,138
119,925	124,292	126,213	202,548	151,704	*Total Salary & Wages*	212,081
2.00	2.00	2.00	3.00	2.00	# Personnel F/T	3.00
1.00	1.00	1.00	0.00	0.00	# Personnel P/T	0.00
0	937	5,121	8,500	9,000	5242 Hardware Equip Maint	10,500
36,591	48,874	51,196	50,500	41,000	5243 Software Support	54,000
0	3,000	1,350	0	9,000	5303 GIS Consulting	9,000
444	1,445	745	3,000	3,000	5311 Software Purchase	3,000
150	136	16	75	75	5343 Postage	100
2,352	3,852	597	1,000	950	5421 Office Supplies	1,000
1,498	1,499	159	2,000	1,900	5510 Training/Education	2,000
1,150	1,150	1,150	1,150	1,150	5710 Car Allowance	1,150
0	0	75	120	120	5731 Association Dues	120
1,000	95	25	1,000	500	5733 Expense of Meetings	700
31,413	29,985	30,182	35,000	35,000	5783 License/Internet Access Fees	38,000
30,965	20,393	16,067	14,000	13,500	5794 Hardware Equip Purchase	15,000
105,563	111,366	106,683	116,345	115,195	*Total Expenses*	134,570
225,488	235,658	232,896	318,893	266,899	*Total Budget*	346,651

ACCOUNTING

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

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

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

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

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

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

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

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

ACCOUNTING

3. **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.

4. **AUDIT** – Maintain sufficient documentation for all transactions, provide complete and accurate records to CPA firm, and assist with annual audit. Complete the Management Discussion and Analysis for the Financial Statements. Beginning with Fiscal 2009, the Town was required to obtain a program specific audit, "single audit" as a result of the Federal Funds received from the Federal Emergency Management Agency (FEMA) and American Recovery and Reinvestment Act. When an entity expends more than \$500,000 of Federal awards in a year, a single audit is required under OMB Circular A-133. The increases in the audit line item for FY09 through FY13 are a result of this increased Federal funding and will continue as long as Federal Funding exceeds \$500,000.

Performance Measurements:

Accounting	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Estimate	FY2013 Estimate
General Ledger Accounts	1,450	2,004	2,122	2,140	2,150
Revenue Accounts	215	389	414	420	420
Payroll Accounts	213	194	202	205	205
Expenditure Accounts	511	860	875	880	880
Purchase Orders	800	422	554	600	615
Invoices Processed	13,214	13,761	12,246	13,000	13,000

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
107,502	107,145	110,449	111,744	113,949	Salary & Wages	113,800
20,666	26,902	28,325	29,730	29,730	Operating Expense	29,730
128,168	134,047	138,774	141,474	143,679	*Total Budget*	143,530
			10,000	10,000	Indirects Included:	
			1,300	1,300	HMLD charge	10,000
			1,600	1,600	Recreation	1,300
			5,000	5,000	After School	1,600
			2,000	2,000	Water Sewer Enterprise Fund	7,000
					Solid Waste	3,000
128,168	134,047	138,774	19,900	19,900	Indirects:	22,900

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description		Manager FY 2013
69,086	66,520	71,030	71,877	73,315	5111	Town Accountant	73,315
38,416	40,625	39,419	39,867	40,634	5112	Clerical	40,485
107,502	107,145	110,449	111,744	113,949	*Total Salary & Wages*		113,800
2.00	2.00	2.00	2.00	2.00	# Personnel F/T		2.00
0.00	0.00	0.00	0.00	0.00	# Personnel P/T		0.00
43	46	0	100	100	5242	Equipment Maintenance	100
19,500	25,500	26,000	27,000	27,000	5300	Audit	27,000
129	121	100	150	150	5343	Postage	150
924	1,165	883	1,200	1,200	5421	Office Supplies	1,200
70	70	80	80	80	5731	Association Dues	80
0	0	1,262	1,200	1,200	5733	Training/Education	1,200
20,666	26,902	28,325	29,730	29,730	*Total Expense*		29,730
128,168	134,047	138,774	141,474	143,679	*Total Budget*		143,530

TREASURER/COLLECTOR

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

The Treasurer/Collectors Office is responsible for the billing and collection of all types of taxes, including real estate, personal property, motor vehicle excise, farm animal and sewer betterments. Detailed collection records are kept, leaving an appropriate audit trail and all receivables are reconciled monthly. The function also includes the annual tax takings, tax title accounting and collections, and the land court foreclosure program, as well as the preparation of various documents such as Municipal Lien Certificates.

	2010	2011	2012 Estimate
Real Estate Tax & Personal Property tax bills issued (Paid quarterly)	8,200	8,277	8,358
RET & PPT Demands for nonpayment	725	742	749
Motor Vehicle Excise tax bills issued	19,268	19,015	19,300
MVE Demands for nonpayment	3,210	3,056	3,225
Total Tax Title accounts	57	89	72
Municipal Lien Certificates	718	697	685

In addition, the Treasurer/Collectors Office is responsible for the collection of utility payments for the Water/Sewer, Light, and Solid Waste Departments. Approximately 7,700 utility accounts are billed monthly. Monies are collected by mail, at the counter, through a lockbox, online, and on receipt from the Municipal Light Department, and are proved on a daily, weekly, monthly and annual basis. Fund accounting requires the separation of utility receipts totals for reporting to the Accounting Department, as well as ongoing cash transfers to and from the various utility cash accounts.

TREASURER/COLLECTOR

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

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

The Treasurer/Collectors office also oversees the financial aspects of the online collections on behalf of the Town Clerk's office and the newly added online Recreation registration program. This involves the daily reporting of online receipts to each department and the monthly reconciliation of the associated bank accounts.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
190,220	198,761	187,111	179,602	182,091	Salary & Wages	185,993
53,384	57,326	69,872	60,600	60,600	Operating Expense	70,600
243,604	256,087	256,983	240,202	242,691	*Total Budget*	256,593
40,000	40,000	40,000	19,000	19,000	Indirects Included:	
8,750	8,750	8,750	10,750	10,750	HMLD charge	19,000
2,500	2,500	2,500	5,800	5,800	Water/Sewer Reimburse	12,750
0	0	0	7,500	7,500	Recreation Reimburse	5,800
			7,000	7,000	After School	7,500
					Solid Waste	9,000
51,250	51,250	51,250	50,050	50,050	Indirect Costs	54,050

TOWN OF HOLDEN

FY 2013 BUDGET

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
69,086	69,904	76,291	61,043	62,302	5111	Treasurer/Collector	64,742
120,182	128,015	109,826	117,559	118,789	5112	Clerical	120,251
952	842	994	1,000	1,000	5132	Overtime	1,000
190,220	198,761	187,111	179,602	182,091		*Total Salary & Wages*	185,993
4.00	4.00	4.00	4.00	4.00		# Personnel F/T	4.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00
1,940	1,570	1,584	1,500	1,500	5242	Equipment Maintenance	1,500
4,891	4,332	3,845	4,000	7,050	5301	Tax Title/Advertising	5,000
6,979	10,000	12,823	8,500	7,500	5305	Tax Foreclosure	9,000
15,955	20,572	22,358	19,500	19,500	5343	Postage	20,000
1,663	2,109	1,826	2,000	2,000	5421	Office Supplies	4,000
474	152	247	500	500	5422	Payroll Supplies	0
43	881	124	1,500	1,500	5423	Envelopes	0
7,523	3,677	4,689	8,000	6,000	5580	Billing Expense	6,000
1,000	1,500	1,500	1,500	1,500	5710	Car Allowance	1,500
460	530	510	600	550	5731	Association Dues	600
889	503	1,040	1,000	1,000	5733	Training/Education	1,000
11,567	11,500	12,476	12,000	12,000	5784	Bank Charges	12,000
0	0	6,850	0	0	5891	GASB #45	10,000
53,384	57,326	69,872	60,600	60,600		*Total Expense*	70,600
243,604	256,087	256,983	240,202	242,691		*Total Budget*	256,593

BOARD OF ASSESSORS

The Board of Assessors has a Principal Assessor and office staff along with an appointed board that serve on a part-time basis.

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

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

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

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

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

BOARD OF ASSESSORS

Assessors	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Estimate	FY2013 Estimate
Real Estate Bills Issued	8,136	8,734	8,757	8,776	8,800
New Growth Levied	\$37.5 mil	\$21.5 mil	\$23.2 mil	\$26.5 mil	\$15 mil
Supplemental Tax Issued	\$39,693	\$26,110	\$47,906	\$35,000	\$35,000
Motor Vehicle Bills Issued	18,492	19,306	19,157	19,200	19,200
Motor Vehicle Abatements	882	1,107	878	900	900
Motor Vehicle Excise Generated	\$1.97 mil	\$1.95 mil	\$1.98 mil	\$1.9 mil	\$1.9 mil
Sewer Betterments	2,166	2,136	2,093	2,064	2,064
Connection Loans	616	609	602	592	592
Citizen Inquiries	3,500	3,500	3,500	3,600	3,600

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
193,956	197,386	188,537	203,151	192,214	Salary & Wages	196,212
49,899	18,654	19,994	22,800	22,800	Operating Expense	49,000
243,855	216,040	208,531	225,951	215,014	*Total Budget*	245,212

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
78,620	79,551	80,831	81,796	83,432	5110	Principal Assessor	83,432
68,458	68,746	56,360	65,677	53,714	5112	Clerical	54,092
42,278	44,489	47,013	49,478	50,468	5119	Data Collector	52,488
1,600	1,600	1,333	3,200	1,600	5120	Board of Assessors	3,200
3,000	3,000	3,000	3,000	3,000	5126	Mapper	3,000
193,956	197,386	188,537	203,151	192,214		*Total Salary & Wages*	196,212
3.00	4.00	4.00	3.00	3.00		# Personnel F/T	3.00
4.00	3.00	3.00	4.00	4.00		# Personnel P/T	4.00
682	354	499	650	650	5242	Equipment Maintenance	650
0	0	0	0	350	5340	Cell Phone	350
1,388	1,650	1,650	1,650	1,650	5343	Postage	1,650
2,306	2,386	1,946	2,500	2,150	5421	Office Supplies	2,150
4,392	3,800	4,401	3,000	3,000	5422	Printing	3,000
1,997	1,721	2,376	3,000	3,000	5510	Personnel Training	3,000
3,300	3,300	3,300	3,300	3,300	5710	Car Allowance	3,300
1,484	823	1,501	3,000	3,000	5711	Mileage Reimbursement	2,200
382	0	0	400	400	5720	Out of State Travel	400
376	376	376	500	500	5731	Association Dues	500
157	159	112	300	300	5732	Subscriptions	300
405	925	471	1,000	1,000	5784	Deeds/Abstracts	1,000
32,500	3,000	3,000	3,000	3,000	5791 C	Revaluation	30,000
530	160	362	500	500	5794	Office Equipment	500
49,899	18,654	19,994	22,800	22,800		*Total Expense*	49,000
243,855	216,040	208,531	225,951	215,014		*Total Budget*	245,212

LEGAL

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

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

FY 2011 saw an increase in grievances and arbitration which required considerable labor counsel involvement.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
93,480	73,898	82,493	97,000	97,000	5300	Town Counsel	97,000
72,750	39,819	42,124	100,000	60,000	5302	Collective Bargaining	45,000
34,464	115,065	83,763		40,000		Labor Relations	55,000
0	11,553	0	0	0	5303	Town Manager Contract	0
0	19,400	0	0	0	5304	Town Manager Search	0
200,694	259,735	208,380	197,000	197,000		*Total Expense*	197,000
200,694	259,735	208,380	197,000	197,000		*Total Budget*	197,000

TOWN CLERK

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

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

FY 09 2,316	FY 10 1,452	FY 11 1,706	FY 12 1,525 est.	FY 13 1,525 est.
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The Town Clerk also processes all public information requests, posts meeting notices for all town board and committee meetings in accordance with the public meeting law, acts as custodian of all meeting minutes, files all decisions and plans for all boards, is the official recorder of appointments to boards, manages conflict of interest/special municipal employee disclosures, administers qualifying oaths to elected and appointed town officials and state appointees, and manages all public notices on the CATV scroll and the town sign. The Town Clerk also posts employment notices, issues business certificates, records state tax liens and keeps records of all utility pole locations throughout the town. (Fiscal 2009 and 2010 is reduction of passports applications). Statistics on the number of these filings and recordings are as follows:

FY 09 3,228	FY 10 1,971	FY 11 1,856	FY 12 1,980 est.	FY 13 1,980 est.
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The Town Clerk's office is responsible for processing various licenses for the Board of Selectmen including Alcoholic Beverage pouring or package store licenses, as well as licenses for drain-layers, flammable tank/liquid storage, raffles, parking tickets, dog licenses, and by-law violations. Applications are reviewed for completeness (including liability insurance, workers compensation, bonds, TIPS training, and tax attestation), routed to departments for comments, transmitted to the Town Manager for Selectmen action. Once approved by the Board, licenses are prepared and preserved as permanent records, various reports are prepared and forwarded to state agencies, and annual on-line licensee submitted to the MA Department of Revenue as required.

FY 09 4,006	FY 10 3,112	FY 11 3,270	FY 12 3,200 est.	FY 13 3,200 est.
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TOWN CLERK

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

Population	FY 09	17,894	FY 10	18,773	FY 11	18,592	FY 12	18,800 est.	FY 13	18,800 est.
Voters	FY 09	11,648	FY 10	12,324	FY 11	12,331	FY 12	12,350 est.	FY 13	12,350 est.
Items Processed	FY 09	13,660	FY 10	15,462	FY 11	10,878	FY 12	12,000 est.	FY 13	12,000 est.
Number of Elections	FY 09	3	FY 10	3	FY 11	3	FY 12	3 est.	FY 13	4 est.

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

Number of Town Meetings	FY 09	2	FY 10	2	FY 11	2	FY 12	2 est.	FY 13	3 est.
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DEPARTMENT Town Clerk	FUNCTION Town Clerk	FUNCTION CODE 01-161
DEPARTMENT HEAD Cheryl A. Jenkins	PREPARED BY Cheryl A. Jenkins	

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
169,249	171,901	151,882	166,625	164,987	Salary & Wages	174,252
25,809	21,651	24,024	33,985	35,296	Operating Expense	33,372
195,058	193,552	175,906	200,610	200,283	*Total Budget*	207,624

TOWN OF HOLDEN

FY 2013 BUDGET

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
69,086	81,971	58,970	62,054	63,295	5110	Town Clerk	65,829
79,267	72,188	74,479	79,612	81,233	5112	Clerical	82,909
4,961	5,031	3,894	5,650	1,150	5125	Registrar/Census Coll.	1,150
15,440	12,449	13,744	18,635	18,635	5126	Election/Tn Mtg Pers.	23,160
495	262	795	674	674	5132	Overtime	1,204
169,249	171,901	151,882	166,625	164,987		*Total Salary & Wages*	174,252
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00
55.00	55.00	57.00	57.00	53.00		# Personnel P/T	57.00
2,514	2,523	2,880	5,120	5,120	5242	Equipment Maintenance	4,870
1,884	1,600	1,735	1,550	1,550	5311	Record Preservation	1,935
0	0	0	300	350	5340	Cell Phone	350
2,290	2,494	3,047	2,420	3,100	5343	Postage	3,132
2,535	2,377	2,927	3,000	3,000	5421	Office Supplies	3,000
3,034	2,997	2,139	5,800	5,800	5422	Printing	5,800
5,496	2,244	4,189	5,500	5,500	5582	Election/TnMtg Expenses	6,400
4,527	5,012	5,059	5,245	5,835	5583	Census	5,835
293	117	412	300	325	5711	Mileage Reimbursement	325
0	546	0	0	0	5720	Out of State Travel	500
315	325	275	325	325	5731	Association Dues	325
276	306	110	325	100	5732	Subscriptions	100
922	780	625	600	791	5733	Education	800
1,723	330	626	0	0	5794	Office Equipment	0
0	0	0	3,500	3,500	5720	Precinct Change	0
25,809	21,651	24,024	33,985	35,296		*Total Expense*	33,372
195,058	193,552	175,906	200,610	200,283		*Total Budget*	207,624

INSURANCE

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

The Town of Holden administration has been working for the past year along with the Insurance Advisory Committee to curb the high cost of health insurance coverage for employees as well as the town departments. To accomplish this goal the Town of Holden intends to join the State sponsored Group Insurance Commission (GIC) for FY 2013. **The savings are expected to be in excess of \$500,000 in total premium costs.** In joining the GIC, the Town of Holden is required to spend at least one quarter of the total savings on a mitigation plan to be shared among the current subscribers. The health insurance budget includes a one-time mitigation amount of \$150,000 to be distributed among town employees and retirees, which along with lower monthly premiums, will bring savings to all concerned. The town currently pays 80% of HMO premiums for employees hired before 7/1/2009 and 75% for employees hired after that date. Employees may also enroll in Preferred Provider and indemnity plans with a 50/50 cost sharing. Our retirees who are eligible for Medicare are required to enroll in Medicare supplemental plans. The Town pays 74% of the Medicare HMO premiums and 50% of PPO and Indemnity Plans for retirees.

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

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

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

The 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 Fund, and the Inspections Revolving Fund, as appropriate, to cover the costs for the employees or each particular department.

INSURANCE

- Flexible Spending Account was implemented in FY10. FY13 budget is based upon a 10% increase in the number of employees enrolling and a 2% increase in the monthly fees.
- The premium costs for the Property & Liability Insurance, as well as Workers' Compensation, are allocated across these additional funds: Recreation Programs (2%), Recreation After School Program (1%), and Cable TV (.5%). Those amounts will be included in those budgets located elsewhere in this budget booklet, as are the allocations to the Light Department (20%) and the Water/Sewer Fund (10%). Only the General Fund portions (66.5%) are included in this budget.

Department	Health	Life	Medicare	Property & Liability
Light	285,000	1,200	18,000	45,100
Water/Sewer	65,000	350	5,400	22,500
Solid Waste	2,500	15	200	0
Inspections	18,000	70	2,300	0
Recreation	6,500	0	0	4,550
After School	20,000	38	6,100	2,300
Cable	6,000	38	1,300	1,130
General Fund	1,200,000	6,500	80,000	150,000
Total	1,603,000	8,211	113,300	225,580

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
33,012	26,304	28,773	36,000	22,321	5171 Workers Compensation	36,000
56,066	67,298	72,025	80,000	75,500	5173 Town Medicare	80,000
8,100	5,499	6,316	6,500	6,350	5174 Life Insurance	6,500
1,158,009	1,204,985	1,310,668	1,530,000	1,430,000	5175 Health Insurance	1,200,000
0	0	0	0	0	5176 School Ret Life Insurance	0
0	0	0	0	0	5178 School Ret Health Insurance	0
9,794	14,241	8,094	20,000	22,000	5740 Unemployment Insurance	24,000
135,303	126,861	136,957	148,000	148,000	5741 Property/General Liability	150,000
3,076	3,076	3,076	3,100	12,000	5742 Police Accident Insurance	30,000
20,955	22,585	25,702	30,000	29,058	5743 Fire Accident Insurance	30,000
1,026	1,026	1,026	1,200	1,200	5744 Official Bonds	1,200
0	4,407	5,465	6,500	7,200	5746 Flexible Spending Account	8,000
0	1,650	1,700	2,500	1,000	5747 Health Reimbursement Account	1,000
1,425,341	1,477,932	1,599,802	1,863,800	1,754,629	*Total Expense*	1,566,700
1,425,341	1,477,932	1,599,802	1,863,800	1,754,629	*Total Budget*	1,566,700

RETIREMENT

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

Each year, a report is submitted to the Retirement Board which contains the aggregate annual eligible salaries as of September 30th of all Holden employees who are members of the retirement system. The apportionment of the base retirement assessment for the following fiscal year is based upon the ratio of the salaries of each fiscal entity's employees to the total of all the salaries. The Worcester Regional Retirement Board has made a decision to base future assessments on an Actuarial Allocation Method. This plan will be phased in for FY 2013 and 2014. Fiscal Year 2015 and subsequent years will fully reflect the use of the actuarial method. Holden will eventually change the allocation method to be more in line with the actuarial method once the data is made available to the Town.

The budget request for this Program Description is for only the General Fund portion of the assessment. The balance of the assessment will be budgeted from the other funds in the proportions show below, based upon the salary report as of September 30, 2011. **As in FY10 through FY12, the Town of Holden will take advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a savings total of \$23,296.**

Fund	Salaries	Percentage	Assessment
Light	\$1,028,942.99	13.4%	\$168,012
Water/Sewer	\$392,417.97	5.1%	\$64,185
Recreation Programs	\$73,314.90	.96%	\$11,150
Recreation After School	\$76,437.06	1.0%	\$11,615
Solid Waste	\$13,891.78	.20%	\$2,323
Inspections	\$95,090.96	1.20%	\$13,938
Cable TV	\$54,147.58	.70%	\$8,130
General Fund	\$5,954,310.44	77.44%	\$931,617
Total	\$7,688,553.68	100.00%	\$1,210,970

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
591,126	631,711	687,705	771,641	802,434	5177	Retirement	899,438
0	0	0	30,793			Pension Surcharge	32,179
591,126	631,711	687,705	802,434	802,434		*Total Expense*	931,617
591,126	631,711	687,705	802,434	802,434		*Total Budget*	931,617

DEBT

The Debt Service budget covers the principal and interest payments due during FY13. As of June 30, 2011, the total long-term debt outstanding for the Town of Holden was \$50,950,578.24, of which \$19,205,798.82 is considered to be inside the debt limit, and \$31,744,779.42 to be outside the debt limit.

The Town of Holden's debt limit is set by statute at 5% of the Town's equalized assessed valuation (EQV). The Town's current EQV is \$2,040,842,300 resulting in a debt limit of \$102,042,115. The EQV is a number that is calculated by the Commonwealth and is used by the state for purposes of statistical comparison among the 351 cities and towns. The state issues a new EQV biennially for each city and town.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of \$1,870,996 for a net debt exclusion of an estimated \$1,591,576. This figure does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget. Debt Service for the Public Safety Building is split between Debt-Excluded appropriation on the tax rate and the Infrastructure Investment Fund.

The Debt Service budget total will also include the annual transfer and the debt service payments into the Infrastructure Investment Fund. This will be voted at town meeting as a special article and not as part of the general government budget. These dollars are included in the Debt Service Budget so that the expense may be accounted for in the budget process. Included in the Recreation budget is an additional \$25,000 to be transferred from the Recreation Revolving Fund into the IIF to offset a portion of the Municipal Pool debt. Those funds will be included in the total (\$408,775) to be transferred into the IIF by Special Article. Transfers into the IIF require only a majority vote at town meeting.

This budget total *will not* include the amount which must be transferred out of the Infrastructure Investment Fund to pay debt service, even though the figures will be shown on the budget page. That transfer of \$545,428 must also be voted as a special article requiring a 2/3rds approval at town meeting.

A November, 2010 Town Meeting authorized borrowing for the Mountview School Feasibility study which is estimated on the FY 2012 debt budget. The funds will be borrowed in February, 2012. The Town also authorized \$370,000 in borrowing for two capital budget projects at the May, 2011 annual town meeting. These funds plus an additional \$200,000 to finish the Public Safety Building and the former fire station will also be borrowed at this time.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
3,524,089	3,712,323	3,790,568	4,016,137	3,947,387	Operating Expense	4,122,040
3,524,089	3,712,323	3,790,568	4,016,137	3,947,387	*Total Budget*	4,122,040

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
<i>EXEMPT DEBT</i>						
49,152	0	0	0	0	5910 DE Library	0
181,248	0	0	0	0	5912 DE Mountview	0
2,802,394	2,803,839	2,809,664	2,814,849	2,814,849	5921 DE School Building	2,816,896
366,587	373,138	544,025	595,313	595,313	5929 DE Public Safety Building	600,625
					DE Add'l PSB (est)	47,000
3,399,381	3,176,977	3,353,689	3,410,162	3,410,162	<i>sub-total</i>	3,464,521
<i>NON-EXEMPT DEBT</i>						
0	0	0	68,750	0	Mountview Feasibility Study	70,000
48,920	46,980	45,000	43,000	43,000	5915 Quint Fire Truck	41,000
3,847	3,847	3,873	3,873	3,873	5925 Septic Repair	3,873
71,941	71,942	71,229	71,871	71,871	5928 Connection Loan Debt	71,871
0	7,042	0	0	0	Ice Storm Interest	0
					Capital Plan Borrowing	87,000
124,708	129,811	120,102	187,494	118,744	<i>sub-total</i>	273,744
<i>Anticipated New Capital Debt - funded in Capital Budget Article</i>						6,200
<i>INFRASTRUCTURE INVESTMENT FUND</i>						
0	124,835	36,077	0	0	5918 A Infrastructure Investment	0
0	64,000	64,000	64,000	64,000	5919 A Underground Utilities	64,000
			137,881	137,881	5923 A Additional IIF	144,775
0	50,000	50,000	50,000	50,000	5891 A Senior Center	50,000
0	41,700	41,700	41,600	41,600	A Public Building Repairs	0
0	75,000	75,000	75,000	75,000	5923 A Public Safety Building	75,000
0	50,000	50,000	50,000	50,000	5924 A Zottoli Purchase/Rec Fields	50,000
0	405,535	316,777	418,481	418,481	<i>sub-total</i>	383,775
3,524,089	3,712,323	3,790,568	4,016,137	3,947,387	*Total Expense*	4,122,040
3,524,089	3,712,323	3,790,568	4,016,137	3,947,387	*Total Budget*	4,122,040
<i>Infrastructure Investment Fund</i>						
0	0	0	0	0	Underground Utilities	0
165,488	157,800	0	0	0	Senior Center	0
210,428	210,853	216,053	216,053	216,053	Municipal Pool	216,053
195,000	195,000	195,000	195,000	195,000	Public Safety Building	325,000
570,916	563,653	411,053	411,053	411,053	*Total*	541,053

DEPARTMENT OF GROWTH MANAGEMENT

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

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

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

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

DEPARTMENT OF GROWTH MANAGEMENT

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

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

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

Budget Highlights for Fiscal 2013

1. Holden will participate in the efforts to regionalize 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.
2. Economic development efforts will be reviewed and expanded with an eye toward positioning Holden in a more favorable position for commercial development as the economy improves. Redevelopment opportunities exist for the Jefferson Mill, vacant properties in the Holden Industrial Park, and the former ECC site in Jefferson. With the development of the Holden Hospital site by Oriol Healthcare, there will be opportunities to attract new businesses to Holden to support such development. The major focus of these efforts will be on attracting businesses that support the residential base of Holden.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
177,052	183,131	176,586	183,309	186,474	Salary & Wages	130,052
26,756	20,609	17,914	37,375	29,131	Operating Expense	93,150
203,808	203,740	194,500	220,684	215,605	*Total Budget*	223,202

TOWN OF HOLDEN

FY 2013 BUDGET

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
20,784	25,552	24,296	24,539	25,030	5110 Director of Growth Management	25,030
69,086	69,904	71,030	71,877	73,315	5111 Senior Planner	73,315
31,295	33,733	30,694	27,510	28,065	5112 Clerical	27,957
53,341	50,351	49,062	55,633	56,314	5114 Health Agent	0
1,218	1,991	1,065	2,000	2,000	5122 Clerical Meetings	2,000
1,328	1,600	439	1,750	1,750	5132 Overtime	1,750
177,052	183,131	176,586	183,309	186,474	*Total Salary & Wages*	130,052
5.00	5.00	5.00	5.00	5.00	# Personnel F/T	4.00
1.00	1.00	1.00	1.00	0.00	# Personnel P/T	0.00
8,688	0	0	6,300	5,200	5298 Earth Day	5,600
1,800	1,936	1,500	1,500	1,500	5299 Greenway Task Force	1,500
1,515	1,201	1,031	1,600	850	5301 Advertising	1,200
1,650	3,758	0	4,500	0	5303 Consulting Services	0
243	0	0	1,500	1,250	5311 Software Purchase	1,500
804	1,158	978	550	165	5340 Cell Phones	550
23	2,474	1,496	4,000	3,850	5343 Postage	4,000
2,248	3,988	3,644	3,500	3,268	5421 Office Supplies	3,500
1,176	831	2,214	2,100	2,000	5500 Public Health Nursing	0
340	365	1,225	650	600	5509 Train/Educ/Programs	425
0	0	0	200	150	5510 Technical Ref Books	150
0	0	0	1,000	850	5582 Non Capital Equipment	1,000
3,900	28	0	0	0	5710 Car Allowance	0
0	0	221	1,800	1,650	5711 Mileage Reimbursement	1,100
3,672	3,763	3,763	3,975	3,763	5730 CMRPC Dues	3,875
660	1,010	758	850	825	5731 Association Dues	850
37	97	37	100	85	5732 Publications	100
0	0	328	250	250	5733 Expense of Meetings	300
0	0	0	500	500	5791 Economic Dev Commission	500
0	0	719	1,000	875	5794 Hardware Purchase	1,000
0	0	0	1,500	1,500	5850 Master Plan Phase II	0
					Brd of Health Regionalization	66,000
26,756	20,609	17,914	37,375	29,131	*Total Expenses*	93,150
203,808	203,740	194,500	220,684	215,605	*Total Budget*	223,202

TOWN OF HOLDEN

FY 2013 BUDGET

	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Manager FY 2013
PUBLIC SAFETY						
Police Department	1,955,989	2,052,364	2,082,761	2,114,342	2,146,739	2,207,158
Animal Control	41,311	50,507	47,197	49,877	50,657	51,095
Sealer Wgts & Measures	3,209	3,267	3,147	3,525	3,525	3,525
Fire Department	1,134,630	1,133,180	1,375,397	1,209,684	1,233,351	1,243,356
EMS	154,257	667,329	811,186	829,046	834,633	765,848
Emergency Management	7,490	17,724	15,896	31,036	20,384	21,746
Public Safety Building	0	0	73,811	122,970	148,570	161,470
TOTAL	3,296,886	3,924,371	4,409,395	4,360,480	4,437,859	4,454,198

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.

TRAFFIC DIVISION

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

POLICE DEPARTMENT

COMMUNICATIONS

This Unit provides for the dispatching and control of all emergency calls received by the Holden Police Department. Calls received by the Department include emergency police and fire calls as well as calls for Holden utility departments. In addition to answering and dispatching calls, the dispatcher is responsible for disseminating all information received from national and regional crime information centers, and the Registry of Motor Vehicles. Numerous logs and other records of calls and dispatches are also recorded by staff. This year marks the first year of State 911 mandated EMD-Emergency Medical Dispatching. Also, the town is currently studying the implications and benefits involved of forming a regional dispatch center with the Town of Princeton. If approved part of FY 13 and FY14 will see a change in the way this portion of the budget is presented.

COMMUNITY POLICING

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

NEW PUBLIC SAFETY BUILDING

This program is set up to capture new costs and issues associated with the new facility as both fire and police transition over to the new facility. In FY 13 associated maintenance costs for elevators, geo thermal, CATV and security will be reflected as well.

POLICE DEPARTMENT

Activity	Actual		Projected		
	2009	2010	2011	2012	2013
Citations	3,607	4,319	4,400	4,400	4,400
Accidents	192	286	225	230	235
Fatal Accidents	1	1	1	1	1
Calls for Service	13,913	15,317	15,500	15,500	16,000
Incident Reports Taken	830	979	1,000	1,000	1,000

Arrests	Actual		Projected		
	2009	2010	2011	2012	2013
Murder	0	0	0	0	0
Assault	33	28	40	45	45
Breaking & Entering	5	6	10	10	10
Arson	0	0	0	0	0
Vandalism	10	8	10	10	10
Drugs	6	12	15	20	20
Family Offenses	3	4	5	5	5
O.U.I.	27	32	35	40	40
Disorderly	18	15	25	25	25
Traffic Offenses	65	78	70	75	80
Protective Custody	50	19	50	50	50
Other	59	46	30	30	40
Total	276	248	290	310	325

POLICE DEPARTMENT

Crimes Reported	Actual		Projected		
	2009	2010	2011	2012	2013
Homicide	0	0	0	0	0
Rape	1	1	2	2	2
Robbery	0	0	1	1	1
Assault	60	87	70	75	75
Breaking & Entering	17	17	20	20	20
Larceny	84	70	80	85	85
Motor Vehicle Theft	12	5	5	5	5
Total	174	180	183	188	188

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
1,654,093	1,730,263	1,749,022	1,870,692	1,890,789	Salary & Wages	1,967,258
219,618	255,376	263,277	243,650	255,950	Operating Expense	239,900
82,278	66,725	70,462	0	0	Capital Outlay	0
1,955,989	2,052,364	2,082,761	2,114,342	2,146,739	*Total Budget*	2,207,158

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
101,818	99,031	101,011	102,023	104,063	5110 Admin Chief of Police	104,063
68,831	73,038	73,038	80,814	77,607	5111 Admin Labor	80,814
35,506	35,857	36,574	36,941	37,679	5112 Admin Clerical	37,534
1,316	923	0	8,500	8,500	5113 DARE/Community Policing	9,000
266,917	307,075	326,302	394,926	398,307	5114 Crime Labor	347,486
119,365	121,760	121,751	124,187	124,187	5115 Invest Detectives	124,187
363,692	355,454	383,608	388,470	389,813	5116 Highway Patrolmen	399,519
277,772	270,048	270,626	253,039	260,279	5117 Support Dispatchers	288,737
58,678	63,919	53,562	65,000	65,000	5119 Support PT Officers & PSA's	65,000
0	0	0	0	0	5120 Add Officer - New	41,951
10,957	26,309	14,277	19,000	19,000	5121 School Resource Officer	54,000
35,823	33,113	37,082	38,140	45,038	5122 Computer Project Coord.	46,876
8,202	9,255	6,992	9,000	9,000	5132 Admin Special Details	9,000
18,573	25,262	11,194	27,000	35,750	5134 Court Overtime	35,750
36,741	35,138	36,478	46,000	46,000	5135 O T Misc & Training	46,000
32,569	51,600	55,319	35,750	35,750	5136 Highway OT Det/Invest	35,750
5,000	5,000	5,000	5,000	5,000	5140 Performance Bonus	5,000
1,075	2,150	2,150	3,225	3,225	5143 Physical Fitness	3,225
1,500	1,500	1,500	1,500	1,500	5144 Education	1,500
20,938	20,485	13,681	22,500	22,500	5147 Support Shift Differential	22,500
3,757	3,787	3,863	3,908	3,988	5148 Holiday Pay	4,003
185,063	189,559	195,014	205,769	198,603	5160 Education Stipend	205,363
1,654,093	1,730,263	1,749,022	1,870,692	1,890,789	*Total Salary & Wages*	1,967,258
24.00	24.00	24.00	24.00	24.00	# Personnel F/T	25.00
12.00	12.00	12.00	12.00	12.00	# Personnel P/T	12.00
19,518	15,599	8,507	2,000	2,000	5212 Utilities	2,000
8,113	6,915	6,318	1,000	5,000	5214 Fuel	5,000
1,337	1,201	1,002	200	1,500	5231 Water/Sewer	1,000
25,791	38,385	39,158	37,000	37,000	5242 Equipment Maintenance	37,000

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
11,181	12,886	11,214	3,500	3,500	5244 Radio Maintenance	3,500
1,351	390	275	700	700	5248 Generator Maintenance	400
850	50	4,705	2,000	7,000	5304 Physicals	2,000
7,600	10,821	9,206	8,000	9,000	5340 Pager/Cell Phone	12,000
2,692	2,692	5,790	2,500	2,500	5342 Radio Lines	3,000
1,466	1,257	1,302	2,000	2,000	5343 Postage	2,000
46,472	38,674	44,499	72,000	72,000	5410 Petro Products	56,000
6,455	7,169	12,152	6,000	6,000	5421 Office Supplies	6,000
7,922	7,378	6,636	0	1,000	5430 Building Maintenance	1,000
17,069	22,370	23,045	20,000	20,000	5480 Vehicle Maintenance	21,000
190	229	393	500	500	5490 Prisoner Food	500
11,996	15,136	11,006	13,000	13,000	5509 Training & Education	13,000
413	0	0	750	750	5510 Safety Programs	750
33,051	34,387	30,819	36,000	36,000	5581 Uniforms	37,000
13,186	14,409	5,547	1,000	1,000	5582 Office Equipment	1,000
752	958	1,663	1,000	1,000	5584 Defib Equipment	1,000
1,455	1,841	2,796	2,000	2,000	5731 Association Dues	2,000
340	550	1,012	1,000	1,000	5732 General Laws	1,000
369	704	703	500	500	5733 Expense of Meetings	750
0	0	0	500	500	5787 Lockup Fees	500
0	21,375	35,247	30,000	30,000	5788 Traffic Lines	30,000
49	0	282	500	500	5789 Traffic Signs	500
82,278	66,725	70,462	0	0	5840 C Police Vehicle	0
301,896	322,101	333,739	243,650	255,950	*Total Expense*	239,900
1,955,989	2,052,364	2,082,761	2,114,342	2,146,739	*Total Budget*	2,207,158

ANIMAL CONTROL

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

Correspondence						
New Dogs/Delinquents	FY 11	1,000	FY 12	1,000	FY 13	1,000

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

Reports Received	FY 11	500	FY 12	500	FY 13	500
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INVESTIGATION/ENFORCEMENT – The Animal Control Officer investigates and enforces the Town's dog leash laws. Receipt of residents' complaints regarding violations of the leash law by-law and resolution of same, vicious and barking dog investigations, and patrols of schools and neighborhoods.

Reports Received	FY 11	450	FY 12	450	FY 13	450
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DEPARTMENT Police Department	FUNCTION Animal Control	FUNCTION CODE 01-292
DEPARTMENT HEAD George Sherrill	PREPARED BY George Sherrill	

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY		Manager FY 2013
35,040	40,863	40,732	39,957	40,687	Salary & Wages		41,045
6,271	9,644	6,465	9,920	9,970	Operating Expense		10,050
41,311	50,507	47,197	49,877	50,657	*Total Budget*		51,095
Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description		Manager FY 2013
31,774	34,693	36,097	36,457	37,187	5113	Animal Control Officer	37,045
2,532	3,789	3,808	2,750	2,750	5114	Call Outs	3,000
734	2,381	827	750	750	5132	Overtime	1,000
35,040	40,863	40,732	39,957	40,687	*Total Salary & Wages*		41,045
1.00	1.00	1.00	1.00	1.00	# Personnel F/T		1.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T		1.00
0	0	0	200	200	5244	Radio Maintenance	200
750	550	450	750	750	5343	Postage	750
1,695	2,780	1,532	3,000	3,000	5382	Dog Expense	3,000
2,315	2,124	2,203	3,120	3,120	5410	Petro	2,800
479	2,546	1,216	1,000	1,000	5480	Vehicle Maintenance	1,000
0	150	7	200	200	5510	Education	500
844	810	907	800	800	5581	Uniforms	800
188	684	150	750	750	5582	Equipment	750
0	0	0	100	150	5731	Association Dues	250
6,271	9,644	6,465	9,920	9,970	*Town Expense*		10,050
41,311	50,507	47,197	49,877	50,657	*Total Budget*		51,095

SEALER WEIGHTS & MEASURES

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

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

FY 10	154	FY 11	154	FY 12	154	FY 13 est.	154
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The Sealer periodically makes unannounced visits to businesses, checking their equipment, making sure everything is in order. Prepackaged goods are also checked to ascertain their weight is correct and accurate as displayed. Inspections are also made on unit pricing in grocery stores, which is required by law.

FY 10	15	FY 11	15	FY 12	15	FY 13 est.	15
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This office investigates all complaints received from patrons of Holden businesses and those outside businesses doing business with citizens in the Town of Holden, i.e., fuel oil deliveries, cord wood deliveries, etc.

FY 10	2	FY 11	2	FY 12	2	FY 13 est.	2
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DEPARTMENT Sealer Weights & Measures	FUNCTION Consumer Protection	FUNCTION CODE 01-244
DEPARTMENT HEAD George R. Sherrill	PREPARED BY Edward Seidler	

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY		Manager FY 2013
2,500	2,500	2,500	2,500	2,500	Salary & Wages		2,500
709	767	647	1,025	1,025	Operating Expense		1,025
3,209	3,267	3,147	3,525	3,525	*Total Budget*		3,525
Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description		Manager FY 2013
2,500	2,500	2,500	2,500	2,500	5120	Sealer Wgths/Measures	2,500
2,500	2,500	2,500	2,500	2,500	*Total Salary & Wages*		2,500
0.00	0.00	0.00	0.00	0.00	# Personnel F/T		0.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T		1.00
256	178	122	425	425	5582	Supplies	425
278	284	250	300	300	5710	Car Allowance	300
175	305	275	300	300	5731	Association Dues/Ed	300
709	767	647	1,025	1,025	*Total Expense*		1,025
3,209	3,267	3,147	3,525	3,525	*Total Budget*		3,525

FIRE OPERATIONS

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

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

FIRE AND ACCIDENT PREVENTION – This Division provides fire education to various groups and schools, conducts inspections, handles plan reviews, and 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.

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

FIRE OPERATIONS

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

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

Recruit 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.

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 68 employees which includes fulltime/on-call members, administration staff, and auxiliary members.

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

<i>Fire Operations</i>	FY 2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Estimate	FY2013 Estimate
<i>Emergency Preparedness</i>					
Emergency Incidents	1,750	1,800	1,950	2,000	2,050
Vehicles Maintained	13	14	16	16	16
Trailers Maintained	5	5	6	6	5
<i>Fire Training</i>					
Explorer Program	30	30	30	36	35
Fire Training (department)	30	30	30	30	40
Recruit Training	12	12	12	12	12
S.A.F.E. & Community Education	6	6	7	15	18
<i>Fire & Accident Prevention</i>					
Fire Drills	34	50	50	50	50
Permits Issued	395	1,300	1,013	1,100	1,150
Plans Reviewed	130	100	63	115	125
<i>Support Services</i>					
HFD Personnel	53	61	71	76	68
Information Requests	4,200	4,200	4,400	4,400	4,400

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
703,820	819,572	912,389	924,904	943,651	Salary & Wages	964,156
430,810	238,608	288,008	139,480	154,900	Operating Expense	145,600
0	75,000	175,000	134,800	134,800	Capital Outlay	133,600
1,134,630	1,133,180	1,375,397	1,199,184	1,233,351	*Total Budget*	1,243,356

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
92,852	95,208	101,011	102,023	104,063	5110 Chief	104,063
57,336	61,248	66,407	69,748	71,143	5111 Senior Fire Officer	77,909
23,658	25,506	28,623	28,775	29,351	5112 Clerical	23,238
316,503	324,076	300,388	385,721	384,005	5113 Firefighters Full Time	389,738
0	0	25,845	0	0	5115 Additional Firefighters	0
6,032	6,032	6,092	6,152	6,152	5117 Deputy Chief	6,152
118,483	141,496	128,840	145,656	145,656	5118 Call Firefighters	160,000
12,836	11,878	15,929	15,662	18,636	5119 Clerical Part Time	20,727
42,507	90,088	102,396	90,000	100,000	5132 Overtime	100,000
14,715	15,060	14,900	15,220	15,220	5133 Weekend Coverage	15,220
10,038	33,583	73,519	15,000	15,000	5141 IOD	15,000
5,737	1,415	1,100	1,200	1,200	5147 Shift Lead Pay	750
3,123	13,982	47,339	49,747	53,225	5148 Holiday Pay	51,359
703,820	819,572	912,389	924,904	943,651	*Total Salary & Wages*	964,156

9.00	9.00	10.00	10.00	10.00	# Personnel F/T	10.00
2.00	2.00	2.00	2.00	2.00	# Personnel P/T	1.00
39.00	39.00	32.00	41.00	41.00	# Personnel On-Call	41.00

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
18,813	17,813	8,273	10,000	4,000	5212 Utilities	4,000
503	1,013	0	480	2,200	5231 Water/Sewer	2,200
3,447	4,365	614	5,000	5,000	5244 Radio Maintenance	5,000
2,463	2,463	5,545	2,800	2,100	5249 Radio Alarm System	2,100
1,756	1,514	2,080	4,000	4,000	5340 Cell Phone/Pagers	4,600
18,004	12,627	15,990	22,400	22,400	5410 Petro Products	21,200
6,509	5,126	9,673	6,000	6,000	5421 Office Supplies	5,000
7,673	7,500	7,163	8,000	8,000	5430 Building Maintenance	5,000
16,368	16,687	21,448	19,000	30,000	5480 Vehicle Maintenance	25,000
0	41	975	1,000	1,000	5490 Emergency Food	1,000
5,428	4,309	4,307	4,000	3,000	5500 Medical/Physicals	3,000
9,563	9,130	20,480	12,000	12,000	5510 Train/Education/Programs	10,000
8,358	9,904	9,884	8,000	8,000	5512 Call Firefighter Retention	8,000
10,064	15,255	16,249	13,000	13,000	5581 Uniforms	13,000
0	0	0	3,500	3,500	5581 Uniform Allowance	3,500
11,232	25,163	16,360	16,000	16,000	5582 Equipment/Hose	13,400
1,706	1,500	105	0	0	5584 Medical Supplies/Equip.	0
950	597	451	700	600	5711 Mileage Reimbursement	600
3,672	757	2,994	3,600	3,600	5720 Out of State Travel	2,500
90,005	102,844	145,417	10,500	10,500	5870 Radios and Pagers	10,500
214,296	0	0	0	0	5880 Ambulance Serv/Subsidy	0
0	0	0	0	0	5890 C Lease/Purchase	0
0	75,000	175,000	134,800	134,800	5890 A Fire Depreciation Exp.	133,600
0	0	0	0	0	N License and Fees	6,000
430,810	313,608	463,008	284,780	289,700	*Total Expenses*	279,200
1,134,630	1,133,180	1,375,397	1,209,684	1,233,351	*Total Budget*	1,243,356

EMS OPERATIONS BUDGET

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

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

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

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

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

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

	FY 2009	FY2010	FY2011	FY2012	FY2013
<i>EMS Operations</i>	Actual	Actual	Actual	Estimate	Estimate
ALS %	n/a	61%	61%	68%	68%
ALS Transport	n/a	633	731	700	762
BLS %	n/a	39%	39%	32%	32%
BLS Transports	n/a	400	465	350	358
Refusals	n/a	243	193	200	207
State Mandated Training	2	0	2	3	3
Total Calls	n/a	1,317	1,596	1,400	1,500
Transports	n/a	1,033	1,196	1,050	1,120
<i>Support Services</i>					
Accounting	n/a	n/a	550	600	700
EMS # of Calls	n/a	1,317	1,596	1,400	1,500
Information Requests	n/a	100	200	200	200

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
24,330	497,031	598,930	621,371	622,293	Salary & Wages	636,823
22,996	85,298	127,391	122,675	127,475	Operating Expense	129,025
106,931	85,000	84,865	85,000	84,865	Capital Outlay	0
154,257	667,329	811,186	829,046	834,633	*Total Budget*	765,848

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
10,871	52,252	54,417	56,427	63,299	5111	EMS Lead Officer	65,254
0	14,657	12,808	14,797	5,776	5112	Clerical	14,085
10,586	295,697	386,643	428,947	416,718	5113	Firefighters	440,984
198	49,286	26,494	20,000	15,000	5114	Paramedics (Per Diem)	15,000
0	11,692	26,016	20,000	20,000	5118	Call Firefighters	20,000
2,375	72,247	91,352	80,000	100,000	5132	Overtime	80,000
300	1,200	1,200	1,200	1,500	5140	Stipends	1,500
24,330	497,031	598,930	621,371	622,293		*Total Salary & Wages*	636,823
1.00	9.00	9.00	9.00	9.00		# Personnel F/T	9.00
0.00	2.00	2.00	2.00	2.00		# Personnel P/T	2.00
0.00	7.00	7.00	10.00	10.00		# Personnel On-Call	10.00
0	1,754	6,023	6,900	6,900	5244	Equipment Maintenance	6,900
0	855	2,120	1,000	1,300	5340	Cell Phones/Pagers	1,500
84	8,749	10,200	14,875	14,875	5410	Petro Products	13,125
420	208	1,281	500	500	5421	Office Supplies	500
702	5,678	13,688	6,500	8,000	5480	Vehicle Maintenance	8,000
0	1,503	4,335	5,000	5,000	5510	Train/Education/Programs	5,000
2,503	14,599	15,910	12,000	12,000	5581	Uniforms	12,000
0	0	0	4,500	4,500		Uniform Allowance	4,500
16,041	25,366	38,880	30,000	33,000	5584	Medical Supplies/Equip.	35,000
324	0	0	0	0	5745	Vehicle Insurance	0
2,908	5,770	8,480	13,400	13,400	5783	Licenses and Fees	14,500
14	20,816	26,474	28,000	28,000	5784	Billing Contractor	28,000
106,931	85,000	84,865	85,000	84,865	5870 C	Capital Outlay	0
129,927	170,298	212,256	207,675	212,340		*Total Expenses*	129,025
154,257	667,329	811,186	829,046	834,633		*Total Budget*	765,848

EMERGENCY MANAGEMENT

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

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

	FY 2009	FY2010	FY2011	FY2012	FY2013
<i>Emergency Management</i>	Actual	Actual	Actual	Estimate	Estimate
CERT Responses	16	20	23	16	16
CERT Trainings	24	24	30	32	32
Emergency Management Meetings	10	10	12	13	13
Vehicles Maintained	n/a	1	1	1	1
<i>Support Services</i>					
Information Requests & Clerical Support	40	50	50	60	60

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
5,301	7,390	9,365	14,036	13,384	Salary & Wages	14,746
2,189	10,334	6,531	17,000	7,000	Operating Expense	7,000
7,490	17,724	15,896	31,036	20,384	*Total Budget*	21,746

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
5,301	7,390	9,365	10,436	9,784	5112 Clerical (25%)	9,746
0	0	0	3,600	3,600	5120 Stipend	5,000
5,301	7,390	9,365	14,036	13,384	*Total Salary & Wages*	14,746

0.25	0.25	0.25	0.25	0.25	# Personnel F/T	0.25
1.00	1.00	1.00	1.00	1.00	# Personnel P/T	1.00

1,248	502	488	400	400	5421 Office Supplies	400
0	0	0	11,600	1,600	5510 Training	1,600
941	9,832	6,043	5,000	5,000	5582 Emergency Supplies	5,000
2,189	10,334	6,531	17,000	7,000	*Total Expense*	7,000
7,490	17,724	15,896	31,036	20,384	*Total Budget*	21,746

DEPARTMENT Public Safety	FUNCTION New Public Safety Building	FUNCTION CODE
DEPARTMENT HEAD	PREPARED BY Chief Chandler and Chief Sherrill	

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
0	0	0	0	0	Salary & Wages	0
0	0	73,811	122,970	148,570	Operating Expense	161,470
0	0	73,811	122,970	148,570	*Total Budget*	161,470

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
0	0	39,196	50,000	60,000	5212 PSB Electricity	70,000
0	0	3,705	5,000	5,600	5214 PSB/Natural Gas	5,600
0	0	1,990	3,000	18,000	5231 PSB Water Sewer	13,000
0	0	17,970	32,100	32,100	5430 PSB Cleaning	35,000
0	0	4,169	13,000	13,000	5450 PSB Cleaning Supplies	13,000
0	0	6,781	18,370	18,370	5242 PSB Mechanical	18,370
0	0	0	0	0	Equip. Maint. Contracts	0
0	0	0	1,500	1,500	Generator Fuel	6,500
0	0	73,811	122,970	148,570	*Total Expenses*	161,470
0	0	73,811	122,970	148,570	*Total Budget*	161,470

	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Manager FY 2013
PUBLIC WORKS						
Administration	134,537	161,479	165,281	160,231	141,760	158,446
Engineering	55,562	78,347	92,967	211,415	220,093	339,754
Highway Division	1,366,785	1,346,291	1,265,121	1,122,301	1,110,065	1,108,323
Equipment Repair Division	151,300	164,423	145,436	177,381	178,725	179,627
Buildings/Grounds	632,957	699,023	641,864	686,435	709,690	743,661
Garage Division	69,864	53,489	75,125	58,800	59,500	56,500
TOTAL	2,411,005	2,503,052	2,385,794	2,416,563	2,419,833	2,586,311

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

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

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

The Department of Public Works (DPW) consists of a talented group of twenty-four (24) professionals who include the following: Director, Senior Civil Engineer, Civil Engineer II, Office Manager, Superintendent of Operations – DPW, Highway Foreman, Buildings & Grounds Foreman, three (3) Mechanics, five (5) Equipment Operators III, five (5) Equipment Operators II, two (2) Laborers, and two (2) Custodians.

The Director, Senior Civil Engineer and Civil Engineer II each share responsibilities with the Water & Sewer Enterprise Fund, but 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. Administration also provides ongoing "day-to-day" operations and planning support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director meets with key staff on a daily basis, and the products and accomplishments are reviewed along with project and operational costs associated with accomplishing other Departmental goals. This Division also provides secretarial services for the Director, Senior Civil Engineer and Civil Engineer II and processes all department payroll, personnel forms, accounts and town-wide municipal fuel-use records. Administrative staff also manages the everyday functions and processing of cemetery deeds, records and the sale of cemetery lots.

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

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

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
129,651	155,409	158,965	153,481	134,615	Salary & Wages	150,996
4,886	6,070	6,316	6,750	7,145	Operating Expense	7,450
134,537	161,479	165,281	160,231	141,760	*Total Budget*	158,446

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
80,192	58,993	60,006	102,023	83,157	5110	DPW Director	98,508
0	46,372	48,109	0	0	5111	Assistant Director	0
49,459	50,044	50,850	51,458	51,458	5112	Clerical	52,488
129,651	155,409	158,965	153,481	134,615		*Total Salary & Wages*	150,996
3.00	3.00	3.00	2.00	2.00		# Personnel F/T	2.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00
32	0	602	300	300	5244	Radio Maintenance	300
531	462	388	500	500	5340	Pagers/Cell Phone	500
171	226	231	300	300	5343	Postage	300
709	856	1,211	1,200	1,500	5410	Petro Products	1,800
2,194	2,232	2,346	2,450	2,450	5421	Office Supplies	2,450
296	180	290	400	400	5422	Printing	400
48	693	117	500	500	5480	Vehicle Maintenance	500
340	715	925	500	595	5731	Association Dues	600
0	300	13	100	100	5732	Books & Periodicals	100
565	406	193	500	500	5733	Expense of Meetings	500
4,886	6,070	6,316	6,750	7,145		*Total Expenses*	7,450
134,537	161,479	165,281	160,231	141,760		*Total Budget*	158,446

Engineering

The Engineering Division provides town-wide technical services for all inter-municipal departments which include preparation and maintenance of street and sidewalk inventories, and making recommendations to the Planning Board; including the review of approved definitive subdivision plans, determination of construction estimates for bonding requirements, and utility inspections to ensure that all work is performed in compliance with applicable regulations and that all public infrastructure and utilities are properly tested/installed before acceptance by the Town. This Division also conducts comprehensive studies on proposed larger subdivisions to account for their impact and need for improvements to our public roads, bridges, sidewalks, water, sewage, drainage, and traffic management systems. Technical expertise is all provided to support all construction-related project activities performed by the DPW operating divisions and other town departments or agencies. To accomplish this goal, the Engineering Division undertakes the design and surveys elements, prepares specifications and cost estimates, calculates material quantities, and files necessary applications with the regulatory agencies.

Through contracted services, Engineering manages the ongoing field inspections, engineering and data collection tasks to comply with the EPA's Phase II Small Municipal Separate Storm Sewer System (MS4) stormwater management regulations. These ongoing activities are necessary to ensure compliance includes the monitoring of project sites, review and testing of suspect discharges and implementation of program goals to achieve best management practices. Similarly, this Division also manages contracted services for all post-closure monitoring activities for the Town-owned Landfill on River Street to comply with requirements of the Massachusetts Department of Environmental Protection which requires the town to monitor, inspect, test and report (in the spring and fall of each year) on all groundwater activities in and around the former landfill.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
35,078	29,628	30,325	136,565	145,243	Salary & Wages	141,194
20,484	48,719	62,642	74,850	74,850	Operating Expense	198,560
55,562	78,347	92,967	211,415	220,093	*Total Budget*	339,754

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
35,078	29,628	30,325	136,465	145,243	5111	Engineers	141,194
0	0	0	100	0	5132	Overtime	0
35,078	29,628	30,325	136,565	145,243		*Total Salary & Wages*	141,194
1.00	1.00	1.00	2.00	2.00		# Personnel F/T	2.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00
17,200	15,971	19,850	32,000	32,000	5299	Post Closure Monitoring	120,000
0	1,370	10,000	10,000	10,000	5303	Consulting Services	10,000
340	417	443	600	600	5340	Pagers/Cell Phones	600
146	88	137	150	150	5343	Postage	150
544	664	803	1,300	1,300	5410	Petro Products	910
1,164	810	726	700	700	5480	Vehicle Maintenance	800
1,036	2,050	2,114	2,700	2,700	5582	Equip/Supplies	2,700
54	22	0	100	100	5710	Car Allowance/Mileage	100
0	510	0	500	500	5731	Association Dues	500
0	592	0	800	800	5733	Expense of Meetings	800
0	0	25,450	26,000	26,000	5732	Storm Water NPDES Permit	56,000
0	26,225	3,119	0	0	5734	Princeton St. Bridge	0
0	0	0	0	0		Design Software	6,000
20,484	48,719	62,642	74,850	74,850		*Total Expenses*	198,560
55,562	78,347	92,967	211,415	220,093		*Total Budget*	339,754

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 pre-treat, sand and salt, and plow our public ways together with providing high levels of efficient equipment repair/maintenance that allows the DPW to execute this task. We also plow, sand and salt town-owned public buildings/facilities, namely the Town Hall, Starbard Building, Damon House, Hendricks House & Barn, Senior Center, Dawson School, Mayo School, Davis Hill School and the Mountview School. Our talented DPW snow and ice fighting crews are strategically coordinated and supervised during each storm event to result in high levels of efficiency, reduced costs and top-performing results to ensure that all public roads and sidewalks are safe, reliable and convenient for travel during the winter months.

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

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

Garage operations are also included under this group and are responsible for the 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 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
446,596	482,866	403,265	489,345	471,059	Salary & Wages	483,284
277,944	326,123	302,329	307,956	314,006	Operating Expense	300,039
443,219	370,497	359,534	325,000	325,000	Snow Removal	325,000
199,026	166,805	199,993	0	0	Capital Outlay	0
1,366,785	1,346,291	1,265,121	1,122,301	1,110,065	*Total Budget*	1,108,323

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
78,620	101,489	37,281	72,805	75,751	5111 Supervisor	78,800
345,519	353,399	333,338	369,314	348,082	5116 Labor	358,418
5,448	5,340	5,120	9,900	9,900	5118 Seasonal Labor	9,900
5,358	9,423	9,459	23,660	23,660	5132 Overtime	20,000
1,280	2,792	5,516	2,500	2,500	5140 Police Details	5,000
295	347	801	1,090	1,090	5142 Out of Class	1,090
10,076	10,076	11,750	10,076	10,076	5143 Incentive Pay/Bonus	10,076
446,596	482,866	403,265	489,345	471,059	*Total Salary & Wages*	483,284
9.00	9.00	9.00	9.00	9.00	# Personnel F/T	9.00
0.00	0.00	0.00	0.00	0.00	# Personnel P/T	0.00
1.00	1.00	1.00	1.00	1.00	# Personnel Seasonal	1.00
88,500	88,000	108,000	108,500	108,500	5211 Light Power/Street Lights	108,500
2,000	0	2,000	2,000	2,000	5271 Leased Equipment	2,000
2,489	3,790	3,012	2,200	3,500	5340 Pagers/Cell Phones	3,500
18,044	9,036	10,111	16,000	18,000	5410 Petro Products	13,300
15,004	12,165	15,775	21,250	24,000	5411 Diesel Fuel	20,625
64,494	61,470	84,032	63,000	63,000	5480 Vehicle Maintenance	70,000
4,656	5,373	6,565	5,000	5,000	5531 Stock	7,000
1,126	1,089	1,051	900	900	5532 Tools	1,200
3,164	10,324	9,597	10,000	10,000	5537 Miscellaneous Drainage	12,000
34,999	19,776	36,269	35,000	35,000	5538 Road/Patch	37,000
8,501	4,429	6,196	6,750	6,750	5541 Street Sweeper	6,750
3,780	5,251	4,422	7,444	7,444	5581 Uniforms	7,444
615	465	870	720	720	5783 Licenses	720
20,861	0	0	0	0	5788 Line Painting	0
9,711	4,955	9,579	10,000	10,000	5789 Signs	10,000
199,026	166,805	199,993	0	0	5810 C Resurfacing/Sealing	0
443,219	370,497	359,534	325,000	325,000	5890 Snow Removal	325,000
0	100,000	0	19,192	19,192	A DPW Depreciation Expense	0
0	0	4,850	0	0	5813 Newell Rd. Culvert	0
920,189	863,425	861,856	632,956	639,006	*Total Expenses*	625,039
1,366,785	1,346,291	1,265,121	1,122,301	1,110,065	*Total Budget*	1,108,323

DEPARTMENT Public Works	FUNCTION Equipment Repair	FUNCTION CODE 01-423
DEPARTMENT HEAD John Woodsmall	PREPARED BY John Woodsmall	
NOTES		

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
138,848	149,179	127,624	161,781	161,725	Salary & Wages	161,964
12,452	15,244	17,812	15,600	17,000	Operating Expense	17,663
151,300	164,423	145,436	177,381	178,725	*Total Budget*	179,627
16,000	40,000	20,000	17,000	17,000	Indirects Included:	
0	35,000	35,000	43,000	43,000	HMLD Charge	17,000
16,000	75,000	55,000	60,000	60,000	Water Sewer Enterprise Fund	40,000
					Indirects	57,000

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
137,321	147,386	126,820	158,936	158,936	5116	Equipment Mechanics	159,120
708	289	324	1,308	1,282	5132	Overtime	1,307
819	1,504	480	1,537	1,507	5142	Working Out of Class	1,537
0	0	0	0	0	5143	Incentive Plan	0
138,848	149,179	127,624	161,781	161,725		*Total Salary & Wages*	161,964
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00
847	1,003	1,119	1,000	1,300	5340	Pagers/Cell Phones	1,200
3,461	2,264	2,009	2,000	3,100	5410	Petro Products	3,363
1,983	1,703	4,082	2,000	2,000	5480	Vehicle Maintenance	2,500
3,968	7,449	7,814	7,500	7,500	5532	Mechanic Tools	7,500
1,928	2,825	2,458	2,700	2,700	5581	Uniforms	2,700
265	0	330	400	400	5783	Licenses	400
12,452	15,244	17,812	15,600	17,000		*Total Expenses*	17,663
151,300	164,423	145,436	177,381	178,725		*Total Budget*	179,627

Buildings & Grounds

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

Cemetery operations play a critical role in this Division whereas we care for fifty (50) acres of the Grove Cemetery, four (4) acres of the Main Street historical cemetery, and the continued maintenance of the expanded (but unused) area of the Grove Cemetery. Day-to-day duties include grounds maintenance, landscaping, grave layout, opening and closing of graves, setting of markers, and financial and health department record keeping. In 2011, we had sixteen (16) cremation burials and twenty (20) full burials.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
359,968	367,978	385,339	392,815	411,170	Salary & Wages	443,622
272,989	331,045	256,525	293,620	298,520	Operating Expense	300,039
632,957	699,023	641,864	686,435	709,690	*Total Budget*	743,661
15,000	15,000	20,000	25,000	25,000	Indirects Included:	
15,000	15,000	20,000	25,000	25,000	4271 Recreation charges	25,000
					Indirects	25,000

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
323,866	328,332	342,403	352,331	352,686	5116	Labor	351,338
				18,000		PT Temp Facility Manager	50,000
16,241	22,484	21,825	20,010	20,010	5118	Seasonal Labor	20,410
18,466	15,944	19,672	18,600	18,600	5132	Overtime	20,000
245	357	291	724	724	5142	Out of Class	724
1,150	861	1,148	1,150	1,150	5143	Incentive Plan	1,150
359,968	367,978	385,339	392,815	411,170		*Total Salary & Wages*	443,622
8.00	8.00	8.00	8.00	8.00		# Personnel F/T	8.00
3.00	3.00	3.00	3.00	3.00		# Seasonal	4.00
35,191	32,847	28,069	40,000	40,000	5212	Utilities	40,000
39,484	27,564	31,593	45,000	45,000	5214	Fuel	49,500
24,999	10,947	18,262	30,000	30,000	5231	Water & Sewer	30,600
2,824	3,275	5,028	4,500	4,500	5242	Equipment Repair	4,500
12,976	13,759	14,072	15,000	15,000	5247	Elevator Maintenance	15,000
12,976	12,922	10,321	12,000	12,000	5249	Alarm Monitor	12,000
5,689	3,601	3,203	2,700	2,700	5340	Pagers/Cell Phone	3,250
35,386	38,842	40,699	25,000	25,000	5341	Telephone	25,000
17,991	15,838	19,120	27,600	30,000	5410	Petro Products	24,344
328	526	527	500	500	5421	Office Supplies	525
27,499	17,374	15,235	30,000	30,000	5430	Building Maintenance	30,000
12,987	12,182	12,124	12,500	12,500	5450	Building Supplies	12,500
18,594	14,196	16,986	15,000	16,500	5460	Parks Maintenance	17,000
3,144	4,819	5,507	6,000	6,000	5462	Grave Maintenance	6,000
19,138	13,746	23,669	19,000	20,000	5480	Vehicle Maintenance	21,000
778	1,836	1,909	2,500	2,500	5532	Tools	2,500
3,005	3,999	3,881	5,250	5,250	5581	Uniforms	5,250
0	0	75	350	350	5731	Association Dues	350
0	405	75	720	720	5783	Licenses	720
0	33,000	6,170	0	0		Hazardous Waste Facility	0
0	69,367	0	0	0	5781	Reserve Fund (Building Renov)	0
272,989	331,045	256,525	293,620	298,520		*Total Expenses*	300,039
632,957	699,023	641,864	686,435	709,690		*Total Budget*	743,661

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
69,864	53,489	75,125	58,800	59,500	Operating Expense	56,500
69,864	53,489	75,125	58,800	59,500	*Total Budget*	56,500

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
11,997	11,240	11,085	11,500	11,500	5212 Utilities	11,500
37,136	22,102	22,384	25,000	25,000	5214 Fuel / Natural Gas	22,000
744	900	1,209	800	1,500	5231 Water & Sewer	1,500
1,290	1,174	1,439	1,500	1,500	5342 Radio Lines	1,500
18,697	18,073	39,008	20,000	20,000	5430 Building Maintenance	20,000
69,864	53,489	75,125	58,800	59,500	*Total Expenses*	56,500
69,864	53,489	75,125	58,800	59,500	*Total Budget*	56,500

TOWN OF HOLDEN

FY 2013 BUDGET

	Actual 2009	Actual 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Manager FY 2013
OTHER FUNDS						
Water/Sewer Enterprise Fund	4,411,413	4,803,760	5,078,071	5,551,067	5,409,811	6,073,205
Water/Sewer Stabilization Fund		25,000	0	0	0	0
DPW Depreciation Fund	20,000	406,192	218,192	19,192	19,192	19,150
Recreation Revolving Fund	370,137	586,314	422,981	447,876	414,997	395,981
After School Revolving Fund	259,006	256,789	274,811	299,074	297,004	304,356
Cable Revolving Fund	192,822	178,783	171,535	260,054	252,297	264,846
Solid Waste Enterprise Fund	937,979	959,668	1,011,182	1,164,107	1,127,435	1,154,826
Inspection Revolving Fund	212,367	203,893	208,669	214,271	217,067	224,882
Fire Vehicle Stabilization Fund	50,000	25,000	175,000	134,800	134,800	133,600
TOTAL	6,453,724	7,445,399	7,560,441	8,090,441	7,872,603	8,570,846

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 Systems, and; Customer Service.

The Division consists of a talented group of nine (9) professionals who include the following: Water & Sewer Superintendent, Senior Water & Sewer Clerk, Water & Sewer Foreman, two (2) Water Operators III, Water Operator II, and three (3) Water Operators I. Additionally, the Director, Senior Civil Engineer, Civil Engineer II, and Office Manager each share responsibilities with the Water & Sewer Enterprise Fund, but are fully funded from the General Fund.

Administration

Administration provides ongoing everyday operations, planning and regulatory direction and support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director and Water & Sewer Superintendent meet with key staff on a daily basis and work products and accomplishments are reviewed along with project and operational costs associated with accomplishing other Departmental goals. The Water & Sewer Superintendent provides overall administration, supervision and direction for all Water & Sewer Division operations and activities. The Senior Water & Sewer Clerk provides secretarial services for the Director, Water & Sewer Superintendent, Senior Civil Engineer, and Civil Engineer II. The Water & Sewer Superintendent and the Senior Water & Sewer Clerk are funded fully by the Water & Sewer Enterprise Fund. The Director, Senior Civil Engineer, and Civil Engineer II 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 (DEP) and/or United States Environmental Protection Agency (EPA) reporting requirements. Under the direction of the Water & Sewer Superintendent, the Senior Water & Sewer Clerk also processes all reports related to water sampling, collection, testing and production reports for submission to DEP, EPA and/or other regulatory agencies. All division payroll, personnel forms, and accounts, are processed through the DPW Administration (General Fund) Office Manager. However, all monthly invoices and payment receipts for all water and sewer related functions are issued and managed by the Holden Municipal Light Department.

WATER & SEWER ENTERPRISE FUND

In 2011, a major water and sewer study was completed using the consulting services of CDM-Smith. This study included a comprehensive Water and Sewer Financial Plan Rate Analysis to develop a 5-year financial plan for Holden's water and sewer utilities, inclusive of rate structuring alternatives to meet long-term revenue requirements for FY 2012 through FY 2016. The findings, recommendations and required rate revenues determined from this study were included in the FY 2012, and are continued in this FY 2013 budget and account for all operations, fixed costs, annual operations and maintenance, debt service, equipment replacement and planned capital improvements. The findings of this study form the basis for the rate revenues depicted in the FY 2013 Budget.

Engineering

Engineering manages and provides for all engineering, technical services, contract services, field inspections, capital planning & improvements, and program management for all water and sewer programs.

Water Distribution

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

Water Supply

We provide reliable, clean and healthy water for each of our valued customers that meet all state and federal regulations. This is achieved through our town-owned and purchased water sources and by providing high levels of maintenance and operations at each of our facilities. In 2011, a total of 473.205 million gallons of water was produced and/or purchased consisting of seventy-nine (79) percent produced and twenty-one (21) percent purchased - all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

Sewer Collection Systems

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

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

The Town of Holden does not treat its own sewage. All wastewater is transported into the Massachusetts Department of Conservation and Recreation (DCR) RHTRS, through the City of Worcester and the Parker Avenue sewer flow meter, and eventually to the Upper Blackstone Water Pollution Abatement District (UBWPAD) treatment facility located in Millbury, Massachusetts. In doing so, 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 main system, and; the UBWPAD for the final treatment of the Town's wastewater. The sum of each of these payments makes up the majority of the Town's fixed-expense line items in the sewer budget. In 2011, a total of 465 million gallons of sewage was transported through the RHTRS and treated at the UBWPAD treatment facility.

Customer Service

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

Billing

The Holden Municipal Light Department (HMLD) provides billing services for the Water & Sewer Division and uses remote mobile devices to read, manage and perform water meter readings each month to produce the monthly water and sewer bills. There are also twenty-four (24) meters that are manually read each month by the Water & Sewer Division. Over 70,000 water and sewer bills (and payment receipts) are processed each year 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 presently 5,911 water customer accounts and 4,440 sewer customer accounts. The account distribution is as follows: 5,799 residential water; 112 non-residential water; 4,345 residential sewer, and; 95 non-residential sewer. In calendar year 2011, a volume of 250,350,543 gallons of sewage was billed and a volume of 364,029,526 gallons of water was billed. Both water and sewer billings decreased from last year by -3.3% and -7.0%, respectively.

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 deliverables to Holden's residents, businesses, and visitors under the most challenging conditions, twenty-four hours a day, seven days a week.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
440,858	512,296	524,562	517,561	499,403	Salary & Wages	534,302
3,970,555	4,291,464	4,553,509	5,033,506	4,910,408	Operating Expense	5,538,903
4,411,413	4,803,760	5,078,071	5,551,067	5,409,811	Total Budget	6,073,205

						FINANCING PLAN	
3,494,877	4,016,450	4,491,176	4,960,000	4,960,000	4210	Water Rates	2,491,247
0	0	0	0	0		Water Rate Increase	124,864
0	0	0	0	0		Sewer Rates	2,433,675
0	0	0	0	0		Sewer Rate Increase	416,871
0	0	0	0	0	4214	Sewer Surcharge	0
8,859	29,951	17,859	30,000	30,000	4212	Water Miscellaneous	10,000
35,625	69,375	62,450	54,000	54,000	4221	Water Connections	54,000
146,338	147,349	171,760	182,338	182,338	4222	Tower Rental	186,896
0	0	0	46,000	46,000	4223	Sprinkler Charges	46,000
8,928	798	990	630	630	4227	Septage UBWPAD	900
0	0	867	0	0	4280	Interest	0
508	2,683	3,308	534	534	4320	Water Liens	534
32,732	67,939	72,723	60,000	60,000	4321	Sewer Inspections/Fees	50,000
0	50,490	12,870	0	0	4750	Inflow & Infiltration	0
355,453	376,385	349,480	286,239	286,239	4751	Sewer Project Assessments	279,374
149,268	20,419	0	0	0	4595	Dec. '08 FEMA	0
0	24,399	1,517	0	0	4695	Dec. '08 MEMA	0
300,000	0	0	0	0	4920	Bond	0
136,552	0	0	0	0		Transfer from Gen'l Gov.	0
0	0	45,000	0	0		Transfer from Gen'l Fund Free Cash	0
0	1,328	0	0	0		Water Conservation Grant Surplus	0
0	1,774	2,308	0	0		Closed Warrant Articles	0
4,669,140	4,809,340	5,232,308	5,619,741	5,619,741		TOTAL REVENUE	6,094,361
4,411,413	4,803,760	5,078,071	5,551,067	5,409,811		TOTAL EXPEND.	6,073,205
0	9,049	50,584	0	0		PRIOR YEAR DEFICIT	
257,727	-3,469	103,653	68,674	209,930		BALANCE	21,156

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
11,296	0	0	81,796	61,896	5110 Superintendent	79,453
0	39,664	40,814	0	0	5110 Director	0
41,104	28,559	31,160	0	0	5111 Engineer	0
24,675	29,277	30,968	32,558	33,215	5112 Clerical	34,398
0	31,800	32,722	0	0	5113 Assistant Director	0
288,376	302,382	309,093	317,838	318,923	5116 Labor	317,701
42,949	45,121	46,942	52,695	52,695	5131 Standby	53,750
18,993	30,052	23,861	25,000	25,000	5132 Overtime	25,000
2,440	3,216	5,763	5,000	5,000	5140 Police Detail	12,000
351	551	714	1,000	1,000	5142 Work/Out of Class	1,000
1,674	1,674	2,525	1,674	1,674	5143 Incentive Plan	4,500
9,000	0	0	0	0	5150 Wage Adjustment	6,500
440,858	512,296	524,562	517,561	499,403	*Total Salary & Wages*	534,302
9.50	9.50	9.50	9.00	9.00	# Personnel F/T	9.00
0.00	0.00	0.00	0.00	0.00	# Personnel P/T	0.00
0	6,020	6,155	6,500	6,500	5173 Medicare	5,400
323	335	335	350	350	5174 Life Insurance	350
70,153	65,802	84,420	85,000	80,000	5175 Health Insurance	65,000
49,141	47,826	58,506	67,049	67,049	5177 Retirement	64,185
247,230	211,467	164,398	220,000	220,000	5211 Light and Power	220,000
12,285	3,534	5,227	7,000	7,000	5214 Fuel	8,000
14,963	35,000	35,000	42,000	42,000	5219 Mechanics Services	42,000
6,000	6,000	6,000	9,000	9,000	5243 Information Technology	9,000
86,164	56,862	78,684	105,000	105,000	5246 Pump Station (Maint)	0
					Pump Station Water	52,500
					Pump Station Sewer	52,500
					Incremental O&M	20,700
0	0	0	2,000	2,000	5250 Pump Septic System	0
-2,368	3,351	408	4,000	5,500	5291 Hydrant Replacement	16,000
17,914	1,000	28,800	15,000	15,000	5303 Consulting Service	15,000
0	0	0	700	500	5304 Physicals	700
1,006,754	1,194,133	1,262,902	1,107,826	1,150,000	5317 DCR Disposal	1,235,374
481,286	489,798	532,244	617,554	617,554	5318 UBWPAD Assessment	658,332
52,529	127,633	76,593	100,000	100,000	5319 MWRA Maintenance	100,000
0	0	25,000	20,000	20,000	5320 West Boylston Agreement	26,000

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
3,565	3,530	3,182	3,750	3,750	5340 Pagers/Cell Phones	3,750
21,161	21,970	23,081	22,000	22,000	5342 Radio Lines	23,500
422,929	377,777	568,958	586,985	586,985	5381 Worcester Water	616,334
36,324	0	0	0	0	Worcester Water Backcharge	0
21,687	24,982	26,278	25,200	28,000	5410 Petro Products	36,375
6,471	7,266	8,288	3,500	3,500	5421 Office Supplies	3,500
2,642	4,016	2,530	4,000	4,000	5430 Building Operations	4,500
21,504	24,166	20,927	18,000	18,000	5480 Vehicle Maintenance	20,000
16,675	27,361	26,102	40,000	40,000	5531 Stock	50,000
1,157	1,561	1,174	2,000	2,000	5532 Tools	4,000
83,796	107,048	66,014	82,500	82,500	5535 Chemicals	105,000
2,786	4,819	14,598	3,000	3,000	5538 Misc Patch	5,000
0	5,732	17,736	9,000	9,000	5539 New Meters/Repairs	22,000
39,086	44,903	44,903	45,000	45,000	5580 Billing Expenses	45,000
2,387	3,192	2,814	5,673	5,000	5581 Uniforms	5,673
23,155	21,646	22,524	26,047	26,047	5741 Insurance	26,047
1,933	2,793	2,322	4,800	4,000	5783 Licenses	4,800
14,667	8,750	0	0	0	5785 December '08 Ice Storm	0
8,750	0	8,750	10,750	10,750	5787 Indirect Collections	10,750
			5,000	5,000	Indirect Accounting	5,000
1,189,254	1,251,191	1,270,511	1,340,677	1,340,677	5910 Debt Service	1,319,160
0	0	0	125,000	125,000	Capital Outlay	385,000
0	0	894	3,570	3,995	SDWA Assessment	4,119
0	0	0	37,500	37,500	OPEB (Post Employ. Benefits)	28,354
0	50,000	50,000	50,000	50,000	Payback General Fund	0
0	0	7,251	575	7,251	Payback General Fund Int.	0
0	50,000	0	0	0	A W/S Stabilization Fund	0
8,252	0	0	0	0	A Prior Year Bills	0
					Emergency Generator Maint.	15,000
					Property Maintenance	35,000
			85,000		W & S Rate Reserve	85,000
			85,000		O & M Reserve	85,000
3,970,555	4,291,464	4,553,509	5,033,506	4,910,408	*Total Expenses*	5,538,903
4,411,413	4,803,760	5,078,071	5,551,067	5,409,811	*Total Budget*	6,073,205

<i>Financing</i>	FY 10 Approved	FY 11 Approved	FY 12 Approved	FY 13 Town Manager Recommendation
Opening Balance	-	279,526	222,467	193,161
MBTE Settlement	252,595	18,930		
Interest earnings	1,931	4,011	694	
Appropriation	50,000			
Sub Total	304,526	302,467	223,161	193,161
Expenditures				
O&M Well Facilities - Redevelopment of Wells	25,000			
I & I Study		50,000		
Vacuum Truck Reimbursement to DPW Stabilization Fund (\$150,000 over 5 years) FY13 pay off		30,000	30,000	90,000
TOTALS	25,000	80,000	30,000	90,000
Net Fund Balance	279,526	222,467	193,161	103,161

Financing	FY 09 Approved	FY 10 Approved	FY 11 Approved	FY 12 Approved	FY 13 Town Manager
Opening Balance	363,588	508,300	220,217	236,985	268,099
Cemetery Account	0				
Transfer from Overlay Surplus	50,000				
Transfer from Water Sewer Stabilization Fund			30,000	30,000	90,000
Interest Earnings	14,712	4,376	4,960	1,114	
Unspent Balance Returned		13,733			
Appropriation	100,000	100,000	200,000	19,192	19,023
Sub Total	528,300	626,409	455,177	287,291	377,122
Expenditures					
Public Works Highway					
Sweeper #33 - Street Sweeper					
DPW Foreman Truck #10		42,000			
DPW Operations Truck #48 Dump Body			11,000		
DP #12 4x4 Dump & Spreader			35,000		
Vacuum Truck		325,000			
DP #44 Trackless Snow Plow			135,000		
Public Works Buildings/Grounds					
Tractor w/ Boom Flail Mower (FY13:final payment)	20,000	19,192	19,192	19,192	19,150
Buildings & Grounds Vehicle #58		20,000			
Replace Tractor Mower			18,000		
TOTALS	20,000	406,192	218,192	19,192	19,150
Net Fund Balance	508,300	220,217	236,985	268,099	357,972

RECREATION REVOLVING FUND

RECREATION DEPARTMENT

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

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

Recreation Department	FY 2009	FY 2010	FY 2011	FY 2012	FY2013
	Actual	Actual	Actual	Estimate	Estimate
Before/After School Participants	225/day	230/day	230/day	230/day	230/day
All Day Summer Participants	585	506	515	585	585
Summer Classes Participants	1,557	1,464	1,253	1,430	1425
Pool Memberships – Residents	1,673	1,351	1,421	1,577	1482
Pool Memberships – Non-Resident	400	407	407	400	400
Pool Daily Attendance	49,269	51,027	44,330	49,260	48,208
Adult Classes (Ski & NYC) Participants	380	627	645	650	650

DEPARTMENT Recreation	
DEPARTMENT HEAD Denise Morano	PREPARED BY Denise Morano

NOTES
MAXIMUM APPROPRIATION FOR FY 2013 IS \$607,670

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
158,806	200,111	179,696	227,570	216,691	Salary & Wages	226,181
211,331	386,203	243,285	220,306	198,306	Operating Expense	169,800
370,137	586,314	422,981	447,876	414,997	Total Budget	395,981

FINANCING PLAN						
330,975	382,845	347,680	351,213	357,096	Program Fee/Passes	364,238
16,161	23,403	17,945	21,000	21,000	Snack Bar	21,000
683,944	660,943	480,877	480,877	480,877	Previous Balance	443,976
1,031,080	1,067,191	846,502	853,090	858,973	Total Revenue	829,214
110,428	210,853	116,053	25,000	25,000	Transfer to IIF	25,000
259,709	375,461	306,928	422,876	389,997	Less Expenditures	370,981
660,943	480,877	423,521	405,214	443,976	Balance	433,233

Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2012	Object Description	Manager 2013
69,086	69,769	71,165	71,877	73,315	5110 Recreation Director	73,315
0	0	0	8,802	9,399	5111 Recreation Leader	9,557
13,805	13,767	0	15,032	7,789	5112 Clerical	8,104
15,000	15,000	20,000	25,000	25,000	5116 Labor	25,000
60,915	85,405	68,081	89,859	77,188	5125 Seasonal Staff	84,205
0	16,170	20,450	17,000	24,000	5140 Independent Contractors	26,000
158,806	200,111	179,696	227,570	216,691	*Total Salary & Wages*	226,181
1.00	1.00	1.00	3.00	3.00	# Personnel F/T	3.00
2.00	2.00	0.00	0.00	0.00	# Personnel P/T	0.00
43.00	43.00	45.00	45.00	45.00	# Personnel Seasonal	45.00
0	0	865	1,050	1,050	5171 Workers Comp Ins	1,050
5,590	5,132	5,806	6,500	6,500	5175 Health Insurance	6,500
7,761	11,735	8,652	9,806	9,806	5177 Regional Retirement	11,150
14,143	13,893	10,309	15,000	8,000	5212 Utilities	10,000
2,500	2,500	2,500	5,800	5,800	5219 Treas/Coll Reimbursement	5,800
0	0	0	1,300	1,300	Accting Reimbursement	1,300
17,111	27,874	37,430	30,000	21,000	5231 Water/Sewer Reimbursement	22,000
10	185	469	500	500	5421 Office Supplies	500
0	79	0	100	100	5422 Printing	100
6,355	11,784	10,494	25,000	25,000	5430 Holden Pool Maintenance	25,000
8,294	8,423	8,658	10,000	10,000	5510 Snack Bar Expense	10,000
475	522	551	500	500	5511 Committee Expense	550
526	654	400	800	800	5581 Uniforms	800
12,294	7,553	3,451	15,000	9,000	5582 Program Supplies	12,000
0	0	3,640	4,450	4,450	5741 Property/Liability Ins	4,550
		2,007	12,500	12,500	5580 N Online Services	12,500
25,844	85,016	32,000	57,000	57,000	5830 Capital Outlay	21,000
110,428	210,853	116,053	25,000	25,000	5969 Transfer to IIF	25,000
211,331	386,203	243,285	220,306	198,306	*Total Expenses*	169,800
370,137	586,314	422,981	447,876	414,997	*Total Budget*	395,981

AFTER SCHOOL REVOLVING FUND

BEFORE/AFTER SCHOOL REVOLVING FUND

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

TOWN OF HOLDEN

FY 2013 BUDGET

Actual 2009	Actual 2010	Actual 2011	Budget 2012	Estimate 2012	Object Description	Manager 2013
27,140	32,256	34,202	26,405	27,369	5111 Recreation Leader	28,672
145,965	141,317	150,074	152,074	149,470	5125 Seasonal Staff	153,499
173,105	173,573	184,276	178,479	176,839	*Total Salary & Wages*	182,171
1.00	1.00	1.00	1.00	1.00	# Personnel F/T	1.00
21.00	21.00	26.00	27.00	27.00	# Personnel P/T	27.00
8.00	8.00	8.00	8.00	8.00	# Personnel Seasonal	8.00

0	0	433 0	525	525	5171 Workers Comp Ins	525
161	4,850	4,535	6,310	6,310	5173 Medicare	6,100
34	38	38	40	40	5174 Life Insurance	40
24,559	17,803	18,467	21,500	21,500	5175 Health Insurance	20,000
4,776	4,790	9,089	10,215	10,215	5177 Regional Retirement	11,615
9,085	5,300	8,986	13,000	13,000	5212 Utilities	13,000
7,500	7,500	7,500	7,500	7,500	5219 Treas/Coll Reimbursement	7,500
0	0	0	1,600	1,600	5216 Accting Reimbursement	1,600
6,990	15,523	10,491	14,000	14,000	5231 Water/Sewer Reimbursement	16,000
0	132	132	200	220	5343 Postage	220
588	540	722	1,100	1,100	5410 Petro	875
3,784	3,570	3,172	4,000	4,000	5421 Office Supplies	4,000
2,073	2,199	2,016	3,000	2,500	5422 Printing	2,500
7,442	8,382	6,621	8,000	8,000	5430 Holden Pool Maint	8,000
17,493	11,469	14,145	13,000	13,000	5510 Program Supplies	13,000
400	573	500	500	500	5581 Summer Uniforms	500
31	282	293	350	350	5711 Mileage Reimbursement	400
210	210	285	200	250	5731 Dues	250
400	55	0	400	400	5733 Expense of Meetings	400
375	0	1,290	430	430	5783 After School Licenses	860
0	0	1,820 0	2,225	2,225	5741 Property/Liability Ins	2,300
		0	12,500	12,500	N Online Services	12,500
85,901	83,216	90,535	120,595	120,165	*Total Expenses*	122,185
259,006	256,789	274,811	299,074	297,004	*Total Budget*	304,356

FINANCING PLAN						
126	142	123	150	150	4280 53D Monthly Interest	150
251,488	263,803	275,744	297,143	299,713	4320 Program Fees & Passes	303,086
3,843	-3,549	3,607	4,663	4,663	Previous Balance	7,522
255,457	260,396	279,474	301,956	304,526	Total Revenue	310,758
0	0	0	0	0	Transfer out	0
259,006	256,789	274,811	299,074	297,004	Less Expenditures	304,356
-3,549	3,607	4,663	2,882	7,522	Balance	6,402

NOTES

CABLE REVOLVING FUND

HOLDEN COMMUNITY TELEVISION

ADMINISTRATION – The administration function includes contracts, purchasing and ordering, billing, services, etc. This involves a significant amount of resources and time to keep HCTV running at top efficiency to help serve the needs Town of Holden. It also involves research and communication with vendors to research and investigate new equipment, new technologies, visiting other locations with similar products. We have increased our maintenance budget by \$10,000. With an increased maintenance budget this will allow to keep our current equipment in running order. We also will be upgrading our video switching systems in the Town Hall and Senior Center. These are software upgrades which will allow us to have to have a more flexible switching systems. We also will be upgrading our portable/mobile switching systems, cameras and camera support equipment. These upgrades will give us the ability to create high quality video production in the field and in the studio. We will be adding an additional Public Access Assistant at a maximum of 19 hours/week. This person will not only assist the Director and other production assistant with the day to day operation of HCTV, but will also be responsible for producing additional local quality programming.

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

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

DEPARTMENT Cable Revolving Fund	FUNCTION Holden Community Television	FUNCTION CODE
DEPARTMENT HEAD Nancy T. Galkowski	PREPARED BY Jay Brunetta	

NOTES MAXIMUM APPROPRIATION FOR FY 2013 IS \$303,835
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Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
71,916	75,532	79,386	94,798	87,127	Salary & Wages	86,861
120,906	103,251	92,149	165,256	165,170	Operating Expense	177,985
192,822	178,783	171,535	260,054	252,297	Total Budget	264,846

FINANCING PLAN						
215,562	261,190	233,604	165,000	165,000	Charter Access Grant	200,000
233,916	256,656	339,063	401,112	401,112	Previous Balance	306,058
449,478	517,846	572,667	566,112	566,112	Total Revenue	506,058
192,822	178,783	171,535	260,054	252,297	Less Expenditures	264,846
256,656	339,063	401,132	306,058	313,815	Ending Balance	241,212

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
57,536	60,431	63,947	64,587	55,991	5110	Public Access Coord.	55,980
14,380	15,101	15,439	15,697	16,622	5119	Public Access Ass't PT	15,381
0	0	0	14,514	14,514	5119	Public Access Ass't PT	15,500
71,916	75,532	79,386	94,798	87,127		*Total Salary & Wages*	86,861
1.00	1.00	1.00	1.00	1.00		# Personnel F/T	1.00
1.00	1.00	1.00	2.00	2.00		# Personnel P/T	2.00
0	0	216	263	263	5171	Workers Comp Ins.	275
1,038	1,082	1,146	1,186	1,100	5173	Medicare	1,300
6,194	7,025	7,516	8,785	8,785	5177	Regional Retirement	8,130
15,181	14,579	15,425	17,000	17,000	5212	Utilities	22,000
201	1,765	1,389	2,500	2,500	5242	Equipment Maint	10,000
25,255	26,139	26,725	27,260	27,260	5270	Studio Rental	28,000
55	23	89	250	250	5343	Postage	250
3,048	8,279	3,431	5,000	5,000	5421	Office Supplies	5,000
0	33	300	400	400	5422	Printing	400
145	52	200	200	200	5711	Mileage Reimbursement	200
710	865	810	1,000	1,000	5731	Association Dues	1,000
24	8	131	300	300	5733	Expense of Meetings	300
0	0	910	1,112	1,112	5741	Property/Liability Ins.	1,130
69,055	43,401	33,861	100,000	100,000	5830	Equipment Purchase	100,000
120,906	103,251	92,149	165,256	165,170		*Total Expense*	177,985
192,822	178,783	171,535	260,054	252,297		*Total Budget*	264,846

SOLID WASTE ENTERPRISE FUND

RESIDENTIAL TRASH AND RECYCLING PROGRAM

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

The program has a maximum service population of approximately 5,825 residential units out of the 6,575 residential units throughout the town. Currently, 5,425 residences have subscribed for this service. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collected curbside bi-weekly. The program provides each residence with a blue trash cart (either 65 or 35 gallons) and a green recycling cart (either 95 or 35 gallons). All the carts are equipped with wheels and securely fitting lids. The fee for this service is \$17.00 for Plan A (65 gal. trash/95 gal. recycling) or \$11.75 for Plan B (35 gal. trash/35 gal. recycling). There are 5,010 residences subscribing to Plan A, and there are 415 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase blue 35 gallon overflow trash bags for \$1.25 per bag. Large burnable bulk items are collected bi-weekly by appointment for \$25.00 per item. Recyclable items are placed in the green recycling cart and need not be sorted.

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. Fiscal 2013 is the sixth year the town has had Casella perform this service. The current contract has two additional five year terms subject to cost negotiation prior to the start of the next five year term. Casella processes the recyclable materials at the FCR Facility in Auburn, MA. This facility is a first of its kind recyclable materials sorting facility. For FY 2013, the cost of this service will increase 3% to \$52,170 per month, \$626,040 for the year. Last year, Holden residents recycled over 2,200 tons of materials at FCR Auburn.

Residential waste is taken to the Wheelabrator incineration facility in Millbury, MA. The Town of Holden with the City of Worcester and several other central Massachusetts communities worked together with Waste Management in 1983 to build a municipal solid waste facility to incinerate trash and generate electricity. Prior to that agreement ending in 2007, 47 central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. The result was a ten year agreement with one renewal term of ten years for the disposal of municipal solid waste. Currently, the Town pays \$72.48 per ton for the disposal of residential trash. For the past several years, the Town has delivered between 4,100 and 4,300 tons of trash to Wheelabrator at an annual cost of \$325,000 per year.

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

Budget Highlights

1. The current budget requires a small rate increase in FY 2013.
2. Due to the increase in home sales and the addition of new homes a modest increase in the number of residences subscribing to the service is projected. Based upon building permit activity and real estates sales approximately 35 additional homes will be served.
3. The contract with Casella Waste Services for collection services and recycling will be negotiated and signed in the spring of 2012. The new contract calls for an increase in fees by 3% and will be for another five year term.
4. The cost of disposal at Wheelabrator is expected to increase 2.5% to \$74.25 per ton in July of 2012. Due to the success of recycling, the amount of trash deposited at Wheelabrator by the Town is relatively flat at about 4,200 tons annually, an average of 1,550 pounds per household. The average amount of recycling per household is over 900 pounds per residence.
5. The Town was awarded a grant by DEP for \$14,120 to establish a municipal recycling facility. The grant will pay for the cost of two recycling containers and promotional materials to encourage residents to recycle. This effort started in December of 2011 and will continue through FY 2013. One of the containers available to residents is located at the DPW facility on Adams Road. All residents can use the container to dispose of single stream recycling materials seven days a week, 24 hours a day.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
32,970	35,896	32,812	55,161	41,214	Salary & Wages	42,540
905,009	923,772	978,370	1,108,946	1,086,221	Operating Expense	1,112,286
937,979	959,668	1,011,182	1,164,107	1,127,435	Total Budget	1,154,826

					FINANCING PLAN		
917,238	1,001,958	1,053,191	1,069,500	1,055,500	4210	User Fees	1,065,500
0	0	0	0	0		Rate Increase	32,460
20,360	13,919	15,038	16,500	17,000	4220	Misc/Trash Bags	18,000
0	5,325	2,263	1,500	1,100	4240	Large Item Sticker Fee	1,000
189	238	413	350	250	4280	Interest	250
612	635	964	1,000	1,000	4320	Liens	0
0	230	4	0	0	4323	Earth Day	0
0	0	86	0	0	4420	Miscellaneous	0
0	20,676	738	83,313	83,313		Free Cash	61,515
318	0	0	0	0		Prior Year Encumbrances	0
938,717	1,042,981	1,072,697	1,172,163	1,158,163	TOTAL REVENUE		1,178,725
937,979	959,668	1,011,182	1,164,107	1,127,435	TOTAL EXPEND.		1,154,826
738	83,313	61,515	8,056	30,728	BALANCE		23,900

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
6,627	6,826	7,944	12,269	12,515	5110 Dir of Growth Mgmt	12,515
6,187	7,909	6,823	16,542	3,914	5112 Clerical	3,900
1,426	4,792	5,496	0	0	5114 Health Agent	0
13,855	15,268	12,549	22,500	21,100	5119 Compost Operation	22,500
350	326	0	350	185	5122 Clerical Meetings	125
4,525	775	0	3,500	3,500	5132 Toter Service/Delivery	3,500
32,970	35,896	32,812	55,161	41,214	*Total Salary & Wages*	42,540
4.00	4.00	4.00	2.00	2.00	# Personnel F/T	2.00
2.00	2.00	2.00	2.00	2.00	# Personnel P/T	2.00
416	328	295	330	330	5173 Medicare	200
8	9	9	15	15	5174 Life Insurance	15
6,244	8,475	7,177	3,000	3,000	5175 Health Insurance	2,500
2,687	3,034	2,797	3,473	3,473	5177 Retirement	2,323
296,266	292,857	300,996	342,550	322,250	5250 Disposal Fees	352,825
0	0	0	18,000	18,000	Toter Storage	18,000
88	0	23,948	10,500	10,500	5251 Toters/Overflow Bags	1,000
331,560	331,560	375,120	405,216	405,216	5252 Solid Waste Collection	417,400
245,330	264,663	238,944	238,580	238,580	5253 Recycling Collection	245,740
2,136	3,300	0	0	0	5298 Earth Day	0
0	0	9,487	9,000	7,850	Recycling Program	6,500
0	66	0	250	125	5301 Advertising	200
3,342	2,925	2,925	1,200	850	5303 Consulting Services	200
650	0	0	4,750	4,275	5343 Postage	4,500
322	447	504	500	450	5421 Office Supplies	500
160	0	0	250	150	5509 Train/Educ/Programs	150
0	0	0	100	0	5510 Technical Ref Books	0
15,575	15,655	15,893	18,500	18,500	5580 Billing Expense	18,500
0	0	0	7,000	7,000	Indirect Collections	7,000
0	0	0	2,000	2,000	Indirect Accounting	2,000
0	0	0	500	450	5582 Non Capital Equipment	450
0	328	275	200	185	5710 Car Allowance	150
225	125	0	175	200	5731 Association Dues	225
0	0	0	200	165	5733 Expense of Meetings	150
0	0	0	1,000	1,000	5741 Insurance/Bad Debt	1,000
0	0	0	41,657	41,657	Rate Stabilization	30,758
905,009	923,772	978,370	1,108,946	1,086,221	*Total Expenses*	1,112,286
937,979	959,668	1,011,182	1,164,107	1,127,435	*Total Budget*	1,154,826

INSPECTION REVOLVING FUND

INSPECTIONS

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

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

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

Given the residential character of the Town, a significant amount of time is spent by department staff and inspectors working with residents 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 Growth Management. The Inspections Division permits about \$55, 000,000 in work annually and raises approximately \$275,000 in fees which cover the entire cost of operation for the department.

Budget Highlights

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

DEPARTMENT Inspection Revolving Fund	FUNCTION Inspection Services	FUNCTION CODE 27 Fund
DEPARTMENT HEAD Dennis J. Lipka	PREPARED BY Dennis J. Lipka	

NOTES MAXIMUM APPROPRIATION FOR FY 2013 IS \$303,835
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Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
176,372	165,008	164,849	142,087	150,848	Salary & Wages	154,999
35,995	38,885	43,820	72,184	66,219	Operating Expense	69,883
212,367	203,893	208,669	214,271	217,067	Total Budget	224,882

FINANCING PLAN						
38,150	27,865	25,565	42,500	38,650	4420 Wire Fees	42,500
37,255	42,235	42,220	39,500	42,500	4421 Plumbing/Gas Fees	41,500
74,730	89,793	96,197	138,500	156,780	4422 Building Fees	155,000
2,850	19	15	1,500	250	4840 Miscellaneous	0
244,273	184,891	140,910	96,238	96,238	Previous Balance	96,238
397,258	344,803	304,907	318,238	334,418	TOTAL REVENUE	335,238
212,367	203,893	208,669	214,271	217,067	TOTAL EXPEND.	224,882
184,891	140,910	96,238	103,967	117,351	BALANCE	110,356

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
						Dir. Growth	
51,208	47,172	48,591	44,987	45,888	5110	Mgmt/Bldg. Comm.	45,888
49,561	47,066	46,822	42,300	43,075	5112	Clerical	42,911
23,620	22,400	20,990	18,000	19,040	5113	Wire Inspector	21,500
19,365	19,285	23,181	18,000	21,525	5115	Gas/Plumbing Inspector	22,500
31,830	28,320	25,265	18,000	20,520	5119	Building Inspector	21,000
788	765	0	800	800	5132	OT	1,200
176,372	165,008	164,849	142,087	150,848		*Total Salary & Wages*	154,999
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00
5.00	5.00	5.00	5.00	5.00		# Personnel P/T	5.00
2,081	2,313	2,238	2,284	2,284	5173	Medicare	2,300
53	68	68	70	70	5174	Life Insurance	70
9,963	19,773	20,684	20,000	19,750	5175	Health Insurance	18,000
7,836	8,542	11,624	13,280	13,280	5177	Retirement	13,938
0	0	0	200	110	5301	Advertising	200
2,450	1,865	0	3,000	1,500	5303	Consulting Services	3,000
0	0	0	2,500	0	5307	Peer Review	2,500
2,540	0	1,438	2,850	2,500	5311	Software Purchase	2,500
0	80	0	450	0	5340	Cell Phones	450
1,994	0	364	1,000	1,000	5343	Postage	1,000
2,603	877	1,150	1,500	1,350	5421	Office Supplies	1,400
1,595	1,150	1,055	1,100	1,000	5509	Train/Educ/Programs	1,000
298	0	1,457	850	1,400	5510	Technical Ref Books	1,200
0	0	0	750	750	5582	Non Capital Equipment	750
3,900	3,592	3,342	4,800	4,250	5710	Car Allowance	4,600
340	485	400	650	475	5731	Association Dues	475
0	0	0	0	0	5732	Publications	0
342	140	0	400	250	5733	Expense of Meetings	250
0	0	0	1,500	1,250	5794	Hardware Purchase	1,250
0	0	0	15,000	15,000	5891	IT Indirect - GIS	15,000
35,995	38,885	43,820	72,184	66,219		*Total Expenses*	69,883
212,367	203,893	208,669	214,271	217,067		*Total Budget*	224,882

Financing	FY 2009 Approved	FY 10 Approved	FY 11 Approved	FY 12 Approved	FY 13 Town Manager
Opening Balance	414,432	79,088	105,849	195,905	195,905
Transfer from Overlay Surplus	50,000	50,000			
Appropriation	50,000	25,000	175,000	134,800	133,600
Interest	14,656	1,761	5,056		
Sub Total	529,088	155,849	285,905	330,705	329,505
Expenditures					
Engine 1 & Rescue Replacement	450,000				
Engine 6 Debt Service (\$200K borrowed) FY11 - FY15		50,000		44,800	43,600
Ambulance #3 (3 yr, lease/purchase)			90,000	90,000	38,731
TOTALS	450,000	50,000	90,000	134,800	82,331
Net Fund Balance	79,088	105,849	195,905	195,905	247,174

	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Manager FY 2013
HUMAN SERVICES						
Veterans Benefits	69,030	38,065	57,818	57,700	80,700	89,700
Senior Citizens	213,042	213,686	218,289	239,075	242,240	240,371
TOTAL	282,072	251,751	276,107	296,775	322,940	330,071

VETERANS

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

The local Veterans Agent also acts as contact officer to all Veterans and their dependents with other Federal agencies, generally the Veterans Administration Office and Social Security Administration.

Town continues to establish a more formal Agreement with the City for any hours worked by the Veterans Agent which are devoted to Holden Veterans. Additionally this budget seeks to provide other programs to the Veterans throughout the year.

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
3,100	6,200	6,200	6,200	6,200	Salary & Wages	6,200
35	0	0	6,500	500	Operating Expense	6,500
65,895	31,865	51,618	45,000	74,000	Aid & Assistance	77,000
69,030	38,065	57,818	57,700	80,700	*Total Budget*	89,700

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
3,100	6,200	6,200	6,200	6,200	5120 Veterans Agent	6,200
3,100	6,200	6,200	6,200	6,200	*Total Salary & Wages*	6,200
0.00	0.00	0.00	0.00	0.00	# Personnel F/T	0.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T	1.00

35	0	0	0	0	5421 Office Supplies	0
0	0	0	0	0	5710 Car Allowance	0
65,895	31,865	51,618	45,000	74,000	5770 Aid & Assistance	77,000
			6,000	0	Payments to Worcester	6,000
			500	500	Veterans' Programs	500
65,930	31,865	51,618	51,500	74,500	*Total Expense*	83,500
69,030	38,065	57,818	57,700	80,700	*Total Budget*	89,700

SENIOR CITIZENS

1. **LEADERSHIP** – 75% of the salary and expenses of the Council on Aging Coordinator is budgeted here. It is the Coordinator's responsibility to develop and direct programs at the Holden Senior Center that benefit senior citizens. Also included are advocacy for the elderly, and maintaining existing services. The Coordinator works closely with the Council on Aging and other agencies, prepares the monthly senior newsletter, and attends meetings to promote the Council's policies and initiatives. In addition, the Coordinator supervises the Senior Center staff and directs the activities and efforts of many volunteers. The number of volunteer hours seems to increase each year, and last year was estimated to be over 14,326 hours. At the EOEA's suggested rate of \$16.76/hr., this represents about \$240,104 in personnel cost savings.
2. **PROGRAM COORDINATION** - This service addresses the need for overall coordination of the Senior Center's many programs, and the development of new offerings to meet changing senior needs. Costs included are the part-time salary for the Program Coordinator. This position provides seniors with a higher level of programming and services.
3. **PUBLIC INQUIRY/ASSISTANCE** – 25% of the Coordinator's salary, 80% of the Senior Clerk's time, 50% of Outreach hours, and expenses for responding to inquiries and providing information to the general public about senior services are budgeted.. Information is also disseminated by mailing of the monthly Newsletter and speakers and workshops. For example, free legal and tax preparation clinics are offered yearly.
4. **OUTREACH/ACTIVITIES** - The Outreach Program identifies frail, isolated, home-bound elderly to promote their overall health and well-being. We offer telephone reassurance, friendly visiting, home delivered meals, transportation, escort service, caregivers support group, bereavement support group, and many other outreach programs designed to assist town seniors and improve the quality of their life. Proper referrals are made to appropriate agencies. We hope to strengthen our outreach services by leveraging the annual EOEA grant.

SENIOR CITIZENS

5. **TRANSPORTATION** - The expenses of providing van transportation services to many seniors who are unable to drive due to economic or health reasons are allocated here. Currently, the HCOA is running two vans: one that is owned by the WRTA and one owned by the Town of Holden. The second town-owned van has enabled the HCOA to meet much of the unmet need in our transportation service. Transportation is also offered to any handicapped resident regardless of age under the ADA. (These trips represent about half of the total rides.) Trips are for medical appointments, grocery shopping, and attendance at nutrition, health, and recreation functions. Escort service is available. The costs represent salaries of the transportation coordinator, bus drivers and a van escort. Transportation costs are offset by a grant.

Service	FY 2009	FY 2010	FY 2011	FY 2012 (EST)
Passenger Trips/ Year	6,230	6,383	5,758	5,908

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

Service	FY 2009	FY 2010	FY 2011	FY 2012 (EST)
Home Delivered Meals	14,860	12,686	12,383	12,600
Congregate Meals	7,150	7,030	5,984	6,180

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
176,865	179,953	192,609	208,975	212,140	Salary & Wages	210,471
36,177	33,733	25,680	30,100	30,100	Operating Expense	29,900
213,042	213,686	218,289	239,075	242,240	*Total Budget*	240,371

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012		Object Description	Manager FY 2013
26,939	28,473	30,578	32,112	32,878	5112	Clerical	33,920
50,613	53,164	56,396	58,524	59,695	5113	Coordinator of Senior Services	59,695
24,185	25,802	26,973	28,666	28,180	5114	Outreach Workers	28,537
10,651	12,796	13,568	14,220	14,507	5116	Program Coordinator	15,038
812	386	734	5,500	5,500	5118	Custodian	2,000
63,665	59,332	64,360	69,953	71,380	5119	Transportation	71,281
176,865	179,953	192,609	208,975	212,140		*Total Salary & Wages*	210,471
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00
9.00	10.00	10.00	10.00	10.00		# Personnel P/T	10.00
1,550	1,522	1,959	1,750	1,950	5242	Maint of Equipment	1,950
499	409	500	450	500	5343	Postage	550
5,602	5,707	8,772	12,250	12,250	5410	Petro Products	12,000
1,071	1,028	952	1,200	1,200	5421	Office Supplies	1,200
615	752	1,766	1,950	1,950	5480	Bus Maintenance	1,950
6,011	6,179	6,179	6,500	6,500	5490	Nutrition Program	6,500
800	708	542	1,000	750	5711	Outreach Mileage	750
5,029	4,799	5,010	5,000	5,000	5792	Programs	5,000
15,000	0	0	0	0	5850	Vehicle	0
0	12,629	0	0	0	5851	Roof Repair	0
36,177	33,733	25,680	30,100	30,100		*Total Expenses*	29,900
213,042	213,686	218,289	239,075	242,240		*Total Budget*	240,371

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	ASSESSMENT EDUCATION	Manager FY 2013
16,255,617	16,331,022	16,314,917	16,447,026	16,447,026	Wachusett Regional School District	16,779,390
0	0	39,956	0	0	Reserve Fund Transfer	0
2,281,960	2,396,310	1,492,415	1,824,982	1,824,982	Voluntary Contribution	2,007,480
540,012	378,911	914,069	1,281,451	1,281,451	WRSD Transportation	1,409,596
909,503	864,510	986,528	1,187,401	1,187,401	New High School Debt (Const)	1,187,401
0	17,839	7,210	43,893	43,893	Debt (Oil Remediation)	43,893
19,987,092	19,988,592	19,755,095	20,784,753	20,784,753	*Total WRSD*	21,427,760
					Vocational Education Tuition	
559,643	526,243	642,349	465,097	465,097	Montachusett Vocational	504,655
559,643	526,243	642,349	465,097	465,097	*Total Vocational Tuition*	504,655
20,546,735	20,514,835	20,397,444	21,249,850	21,249,850	*Total Expenses*	21,932,415
20,546,735	20,514,835	20,397,444	21,249,850	21,249,850	*Total Budget*	21,932,415

	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Manager FY 2013
CULTURE						
Gale Free Library	713,258	718,308	720,739	749,906	738,527	757,023
Historical Commission	4,996	4,438	4,083	6,665	7,165	7,165
TOTAL	718,254	722,746	724,822	756,571	745,692	764,188

GALE FREE LIBRARY

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

INFORMATION AND REFERENCE SERVICES

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

	FY 10	FY 11	FY 12 est.	FY 13 est.
Reference Questions	8,500	8,700	8,900	9,000

CHILDREN'S SERVICES

Families and children explore and appreciate their world using excellent and diverse collections and on-line information services in a welcoming and friendly room. Staff answer questions, provide Internet and database training, and introduce children to the library and its resources with storytimes, performances, concerts, bulletin boards and summer reading clubs and programs. A major focus of our service is on very young children and their parents. We encourage and support the introduction of reading to the very young as the library wants life long users of the library.

	FY 10	FY 11	FY 12 est.	FY 13 est.
Circulation of Items	115,000	115,000	116,000	116,000
Reference Questions	6,000	5,900	6,000	6,100
Program Attendance	3,800	4,200	4,200	4,300

GALE FREE LIBRARY**SUPPORT FOR FORMAL EDUCATION**

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

	FY 10	FY 11	FY 12 est.	FY 13 est.
Circulation of Items	93,000	95,000	95,000	96,000
Reference Questions	10,500	14,000	14,000	14,500
Class Visits	35	35	31	35

POPULAR READING AND PERSONAL ENRICHMENT

Patrons borrow something enjoyable to read, listen to, or view, related to personal interests and hobbies. To meet these needs, the library provides new fiction, best sellers, picture books, DVDs, CDs, MP3 players, magazines, popular nonfiction, and access to and training about special Internet resources. Adult book discussion groups with emphasis on classics and contemporary literature meet periodically to inform and create interest in a variety of genres.

	FY 10	FY 11	FY 12 est.	FY 13 est.
Circulation of Items	172,000	178,000	179,000	180,000
Programs	145	135	140	140

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

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
513,565	528,249	521,582	537,336	525,957	Salary & Wages	554,095
186,843	183,203	197,324	212,570	212,570	Operating Expense	202,928
12,850	6,856	1,833	0	0	Capital Outlay	0
713,258	718,308	720,739	749,906	738,527	*Total Budget*	757,023

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
75,439	76,185	85,638	72,834	74,038	5110 Library Director	76,240
116,841	123,314	101,021	111,393	113,621	5111 Librarians Salaried	115,904
321,285	328,750	334,923	342,573	327,762	5112 Assistant Librarians	346,471
					Part Time Page	9,880
			10,536	10,536	Wage Adjustment	5,600
513,565	528,249	521,582	537,336	525,957	*Total Salary & Wages*	554,095
7.00	7.00	7.00	7.00	7.00	# Personnel F/T	7.00
10.00	10.00	10.00	11.00	11.00	# Personnel P/T	11.00
30,000	24,071	22,195	30,000	30,000	5212 Utilities	30,000
18,000	6,149	11,713	10,000	10,000	5214 Fuel	10,000
876	1,025	1,239	2,500	2,500	5231 Water/Sewer	3,000
2,512	2,435	1,368	2,500	2,500	5242 Equipment Maintenance	3,500
29,971	29,424	26,480	27,222	27,222	5243 CW MARS	27,478
7,237	8,210	6,992	8,000	8,000	5247 Capital Equip. Maint	8,000
2,162	0	0	2,230	2,230	5249 Alarm/Monitor	2,500
			350	622	5340 Cell Phone	700
1,260	1,521	663	1,600	1,600	5343 Postage	1,700
1,568	1,583	2,026	1,250	978	5421 Office Supplies	1,300
3,616	3,712	2,227	3,700	3,700	5423 Material Processing	5,300
13,161	14,373	13,276	14,000	14,000	5430 Building Maintenance	15,000
290	210	130	300	300	5731 Association Dues	300
70,024	84,756	102,199	85,000	85,000	5732 Books	85,000
873	436	503	1,200	1,200	5733 Expense of Meetings	1,150
0	0	0	17,418	17,418	Reserve Fund Transfer	0
5,293	5,298	6,313	5,300	5,300	5794 Technology Equipment	8,000
12,850	6,856	1,833	0	0	5825 C Capital Outlay	0
199,693	190,059	199,157	212,570	212,570	*Total Expenses*	202,928
713,258	718,308	720,739	749,906	738,527	*Total Budget*	757,023

HISTORICAL COMMISSION

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

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

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

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

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

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

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

NOTES

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	APPROPRIATION SUMMARY	Manager FY 2013
4,996	4,438	4,083	6,665	7,165	Operating Expense	7,165
4,996	4,438	4,083	6,665	7,165	*Total Budget*	7,165

Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Object Description	Manager FY 2013
222	287	234	400	400	5212 Utilities	400
3,755	2,505	2,763	3,000	3,000	5214 Fuel	3,000
0	0	0	100	100	5231 Water/Sewer	100
967	1,646	1,086	2,500	3,000	5249 Alarm Monitor	3,000
0	0	0	100	100	5343 Postage	100
0	0	0	100	100	5421 Office Supplies	100
0	0	0	100	100	5422 Maps & Photos	100
25	0	0	60	60	5430 Misc. Repairs	60
0	0	0	50	50	5582 Supplies	50
0	0	0	125	125	5731 Association Dues	125
27	0	0	30	30	5732 Subscriptions	30
0	0	0	100	100	5733 Expense of Meetings	100
4,996	4,438	4,083	6,665	7,165	*Total Expense*	7,165
4,996	4,438	4,083	6,665	7,165	*Total Budget*	7,165

Capital Budget and Five-Year Capital Plan

The Holden Capital Plan for FY 2013-2017 is the second year of the new capital planning process. The Capital Planning Committee was created in March of 2010. Its purpose is to make recommendations to the Town Manager on the priority and planning of the maintenance and improvement of the Town's Capital assets and infrastructure.

The Committee is charged to:

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

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

The Committee met in the fall of 2011 to begin developing the FY 2013 Capital Budget and FY 2013-2017 Capital Plan recommendations. The following are definitions for inclusion of items in the Capital plan:

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

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

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

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

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

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

The Capital Budget for FY 2013 recommends the expenditure of \$795,897 in cash and bonding \$310,000. An additional \$998,000 is recommended for acquisition which will be funded from other sources such as Chapter 90, the Water/Sewer Enterprise Fund and the Recreation Revolving Fund. The total investment for Capital acquisitions and improvements is \$1,764,383.

The goal of the Capital Plan is to provide 4-5% of our resources for investment into our infrastructure and capital assets. The Capital Plan presented here expends approximately 4.48% over a five-year period from FY 2013 to FY 2017. Total investment during that period is \$8,020,412. The Capital Plan is a fluid document which will provide us with the opportunity to plan our investments and to react to changes from year to year.

TOWN OF HOLDEN

FY 2013 CAPITAL BUDGET

DEPARTMENT	PROGRAM	EXPENDITURE	BOND	CASH	OTHER	Grand Total
FIRE	DEPARTMENTAL PROJECT	Thermal Imaging Camera		12,500		12,500
	EQUIPMENT REPLACEMENT	PPE - Personal Protective Equip. Rebuild Fire Pumps		25,000 20,000		25,000 20,000
	INFRASTRUCTURE IMPROVEMENT	Chaffins Station Building Improvement		20,000		20,000
	VEHICLE REPLACEMENT	Utility Truck/ Vehicle		47,500		47,500
FIRE-EMS	EQUIPMENT REPLACEMENT	Defibrillator Replacement		5,000		5,000
HISTORIC DISTRICT COM	DEPARTMENTAL PROJECT	Signs for Historic District		15,000		15,000
LIBRARY	PUBLIC BUILDING MAINTENANCE	Building Maintenance-Repair		25,000		25,000
POLICE	VEHICLE REPLACEMENT	Cruiser Repl. @ 2		68,000		68,000
PUBLIC WORKS ADMINISTRATION	DEPARTMENTAL PROJECT	Fuel Pump Reporting System		30,500		30,500
	INFRASTRUCTURE IMPROVEMENT	Town Hall Repair/ Resurfacing		10,000		10,000
	EQUIPMENT REPLACEMENT	Mower-Leaf Vac		70,000		70,000
PUBLIC WORKS B & G	VEHICLE REPLACEMENT	1-Ton Truck w/ Plow	100,000			100,000
	DEPARTMENTAL PROJECT	Newell Road Culvert (Ch 90)			150,000	150,000
PUBLIC WORKS HIGHWAY DIVISION	ROADS AND PATHS INFRASTRUCTURE	Collector Roads Ch 90 Crack Sealing Local Roads		25,000 225,000	442,000	442,000 25,000 225,000
	VEHICLE REPLACEMENT	1-Ton Truck w/ Plow 4X4 Truck w/ Plow Dump w/ Plow/Spreader	210,000	62,500 50,000		62,500 50,000 210,000
	VEHICLE REPLACEMENT	4X4 Truck w/ Plow		42,500		42,500
	INFRASTRUCTURE IMPROVEMENT	I/I - Sewer System/ Pump Stations Sewer Pump Station Improvements Water System Improvement			105,000 105,000 5,000	105,000 105,000 5,000
	VEHICLE REPLACEMENT	4X4 Truck w/ Plow Backhoe/Loader			85,000 85,000	85,000 85,000
RECREATION	FIELDS	Field Maintenance			15,000	15,000
	PARKS & PLAYGROUNDS	Playground Resurf/Equip			6,000	6,000
SENIOR CENTER	DEPARTMENTAL PROJECT	Replace Chairs		6,250		6,250
TOWN CLERK	EQUIPMENT REPLACEMENT	Voting Equipment		7,535		7,535
TOWN MANAGER	INFRASTRUCTURE IMPROVEMENT	Reconfigure Fiber Optic		25,000		25,000
	PHOTOCOPIER PROGRAM	Photocopier Lease		3,612		3,612
Grand Total			310,000	795,897	998,000	2,103,897

Town of Holden
Five Year Capital Plan FY2013- FY2017

DEPARTMENT	PROGRAM	EXPENDITURE	2013	2014	2015	2016	2017	Grand Total
FIRE	DEPARTMENTAL PROJECT	Opticom Traffic Sys.		\$64,000	\$34,000	\$34,000		\$132,000
		Thermal Imaging Camera	\$12,500					\$12,500
	EQUIPMENT REPLACEMENT	PPE - Personal Protective Equip.	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
		Rebuild Fire Pumps	\$20,000					\$20,000
	INFRASTRUCTURE IMPROV	Chaffins Station Building Improvement	\$20,000	\$25,000				\$45,000
	PUBLIC BUILDING MAINTEN	PS Facility Maintenance			\$18,000			\$18,000
VEHICLE REPLACEMENT	Utility Truck/ Vehicle	\$47,500	\$45,000		\$25,000		\$117,500	
	Engine/ Squad Replace-Refurb			\$100,000	\$500,000	\$250,000	\$850,000	
FIRE			\$125,000	\$159,000	\$177,000	\$584,000	\$275,000	\$1,320,000
FIRE-EMS	EQUIPMENT REPLACEMENT	Defibrillator Replacement	\$5,000	\$25,000	\$25,000	\$25,000		\$80,000
	VEHICLE REPLACEMENT	Ambulance		\$300,000				\$300,000
FIRE-EMS			\$5,000	\$325,000	\$25,000	\$25,000		\$380,000
HISTORIC DISTRICT COM	DEPARTMENTAL PROJECT	Signs for Historic District	\$15,000					\$15,000
HISTORIC DISTRICT COM			\$15,000					\$15,000
LIBRARY	MAJOR REPAIRS	Repair Stone Walls - Exterior					\$7,500	\$7,500
	PUBLIC BUILDING MAINTENANCE	Public service desks		\$40,000				\$40,000
		Building Maintenance-Repair	\$25,000			\$30,000		\$55,000
LIBRARY			\$25,000	\$40,000		\$30,000	\$7,500	\$102,500
POLICE	VEHICLE REPLACEMENT	Cruiser Repl. @ 2	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000	\$340,000
POLICE			\$68,000	\$68,000	\$68,000	\$68,000	\$68,000	\$340,000
PUBLIC WORKS ADMINISTRATION	DEPARTMENTAL PROJECT	Fuel Pump Reporting System	\$30,500					\$30,500
	INFRASTRUCTURE IMPROV	New DPW Facility-Design					\$200,000	\$200,000
		Town Hall Repair/ Resurfacing	\$10,000	\$130,000	\$50,000			\$190,000
PUBLIC WORKS ADMINISTRATION			\$40,500	\$130,000	\$50,000		\$200,000	\$420,500
PUBLIC WORKS B & G	EQUIPMENT REPLACEMENT	Mower-Leaf Vac	\$70,000		\$60,000			\$130,000
	VEHICLE REPLACEMENT	Sidewalk Plow/ Blower		\$120,000				\$120,000
		4X4 Truck w/ Plow		\$50,000				\$50,000
		1-Ton Truck w/ Plow	\$100,000		\$70,000			\$170,000
PUBLIC WORKS B & G			\$170,000	\$170,000	\$130,000		\$470,000	
PUBLIC WORKS ENGINEERING	DEPARTMENTAL PROJECT	Newell Road Culvert (Ch 90)	\$150,000					\$150,000
PUBLIC WORKS ENGINEERING			\$160,000					\$160,000
PUBLIC WORKS HIGHWAY DIVISION	ROADS AND PATHS INFRA	Local Roads	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000
		Crack Sealing	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
		Collector Roads Ch 90	\$442,000	\$585,700	\$585,700	\$585,700	\$585,700	\$2,784,800
	VEHICLE REPLACEMENT	Loader w/ Wing Plow		\$225,000				\$225,000
		Utility Vehicle		\$25,000				\$25,000
		4X4 Truck w/ Plow	\$50,000			\$50,000		\$100,000
		Dump w/ Plow/Spreader	\$210,000		\$100,000	\$225,000		\$535,000
		1-Ton Truck w/ Plow	\$62,500		\$62,500		\$131,225	\$258,225
		Street Sweepers			\$170,000		\$170,000	\$340,000
		Sidewalk Plow/Sweeper		\$120,000				\$120,000
	PUBLIC WORKS HIGHWAY DIVISION			\$1,014,500	\$1,205,700	\$1,168,200	\$1,110,700	\$1,136,925

**Town of Holden
Five Year Capital Plan FY2013- FY2017**

DEPARTMENT	PROGRAM	EXPENDITURE	2013	2014	2015	2016	2017	Grand Total
PUBLIC WORKS MECH	VEHICLE REPLACEMENT	4X4 Truck w/ Plow	\$42,500			\$55,000		\$97,500
PUBLIC WORKS MECH			\$42,500			\$55,000		\$97,500
PUBLIC WORKS WATER/SEWER DIVISION	INFRASTRUCTURE IMPROVEMENT	I/I - Sewer System/ Pump Stations	\$105,000	\$50,000	\$50,000	\$50,000	\$50,000	\$305,000
		Sewer Pump Station Improvements	\$105,000	\$50,000	\$50,000	\$50,000		\$255,000
		Water Storage Tank Improvements		\$525,000				\$525,000
		Water Main Replacement		\$250,000	\$500,000	\$2,850,000		\$3,600,000
		Water System Improvement	\$5,000					\$5,000
	PUBLIC BUILDING MAINTENANCE	Spring St. Garage Repair/Maint.		\$45,000			\$300,000	\$345,000
		SCADA System Improvements		\$20,000				\$20,000
	VEHICLE REPLACEMENT	4X4 Truck w/ Plow	\$85,000		\$52,250	\$60,000		\$197,250
		Backhoe/Loader	\$85,000					\$85,000
		1-Ton Truck w/ Plow		\$70,000			\$172,000	\$242,000
PUBLIC WORKS WATER/SEWER DIVISION			\$385,000	\$1,010,000	\$652,250	\$3,010,000	\$522,000	\$5,679,250
RECREATION	FIELDS	Field Maintenance	\$15,000	\$15,000			\$25,000	\$55,000
		Field Renovation			\$28,000			\$28,000
	INFRASTRUCTURE IMPROVEMENT PARKS & PLAYGROUNDS	Pool - Replace Caulking					\$14,000	\$14,000
		Court Maintenance		\$20,000		\$15,000		\$35,000
		Kimball Park Reconstruction				\$175,000		\$175,000
		Playground Resurf/Equip	\$6,000		\$10,000			\$16,000
RECREATION			\$21,000	\$35,000	\$38,000	\$190,000	\$39,000	\$323,000
SENIOR CENTER	DEPARTMENTAL PROJECT	Replace Chairs	\$6,250	\$6,250				\$12,500
	PUBLIC BUILDING MAINTENANCE	Senior Center Carpeting			\$20,000			\$20,000
	VEHICLE REPLACEMENT	Replace Town COA Van		\$20,000				\$20,000
SENIOR CENTER			\$6,250	\$26,250	\$20,000			\$52,500
TOWN CLERK	DEPARTMENTAL PROJECT	Records Storage/ Archiving System		\$30,000	\$5,000	\$5,000	\$5,000	\$45,000
	EQUIPMENT REPLACEMENT	Voting Equipment	\$7,535					\$7,535
	INFRASTRUCTURE IMPROVEMENT	Storage Shelving			\$15,000			\$15,000
TOWN CLERK			\$7,535	\$30,000	\$20,000	\$5,000	\$5,000	\$67,535
TOWN MANAGER	INFRASTRUCTURE IMPROVEMENT	Reconfigure Fiber Optic	\$25,000					\$25,000
	PHOTOCOPIER PROGRAM	Photocopier Lease	\$3,612					\$3,612
TOWN MANAGER			\$28,612					\$28,612
Grand Total			\$2,103,897	\$3,198,950	\$2,348,450	\$5,077,700	\$2,253,425	\$14,982,422

FUNDING SOURCE	2013	2014	2015	2016	2017	Grand Total
BOND	\$310,000	\$1,640,000	\$870,000	\$3,750,000	\$1,092,000	\$7,562,000
CASH	\$795,897	\$803,250	\$702,500	\$567,000	\$486,725	\$3,355,372
OTHER	\$998,000	\$855,700	\$775,950	\$760,700	\$674,700	\$4,065,050
Grand Total	\$2,103,897	\$3,198,950	\$2,348,450	\$5,077,700	\$2,253,425	\$14,982,422

Town of Holden
Five Year Capital Plan FY2013- FY2017

DEPARTMENT	PROGRAM	EXPENDITURE	2013	2014	2015	2016	2017	Grand Total
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Fiscal Year	2013	2014	2015	2016	2017	Total
Tax Burden						
Prior Non-Exempt Debt	\$327,024	\$278,537	\$268,637	\$263,985	\$254,260	\$1,392,442
Cash	\$795,897	\$803,250	\$702,500	\$567,000	\$486,725	\$3,355,372
New Debt Service	\$6,200	\$118,533	\$387,470	\$629,365	\$950,435	\$2,092,003
Total Non-Exempt Tax Burden	\$1,129,121	\$1,200,320	\$1,358,607	\$1,460,350	\$1,691,420	\$6,839,817
Total New Non-Exempt Debt	\$310,000	\$1,540,000	\$870,000	\$3,750,000	\$1,092,000	\$7,562,000
New Water-Sewer Non-Exempt Debt						
		\$775,000	\$500,000	\$2,850,000	\$472,000	\$4,597,000
Net Borrowings	\$310,000	\$765,000	\$370,000	\$900,000	\$620,000	\$2,965,000
Adjust for Rec. Revolving						
Adjust for IIF	\$383,775	\$391,014	\$398,614	\$406,595	\$414,975	\$1,994,973
Adjust for Fire Vehicle Stabilization func	\$133,600	\$42,400				\$176,000
Adjust for DPW Depreciation Fund	\$19,192	\$19,192				\$38,384
Adjust for Water Sewer Enterprise Fund		(\$15,500)	(\$79,750)	(\$184,450)	(\$407,450)	(\$687,150)
Net Non-Exempt Plan	\$1,665,688	\$1,637,426	\$1,677,471	\$1,682,495	\$1,698,945	\$8,382,024
Pro Forma Budget	\$ 35,651,863	\$ 36,235,403	\$ 37,146,922	\$ 38,189,142	\$ 39,297,883	\$186,521,213
Budget for Plan at 4.3%	\$1,533,030	\$1,558,122	\$1,597,318	\$1,642,133	\$1,689,809	\$8,020,412
Plan as % of Pro Forma Budget	4.67%	4.52%	4.52%	4.41%	4.32%	4.48%
Variance From Budget	(\$132,657)	(\$79,303)	(\$80,153)	(\$40,362)	(\$9,136)	(\$341,612)