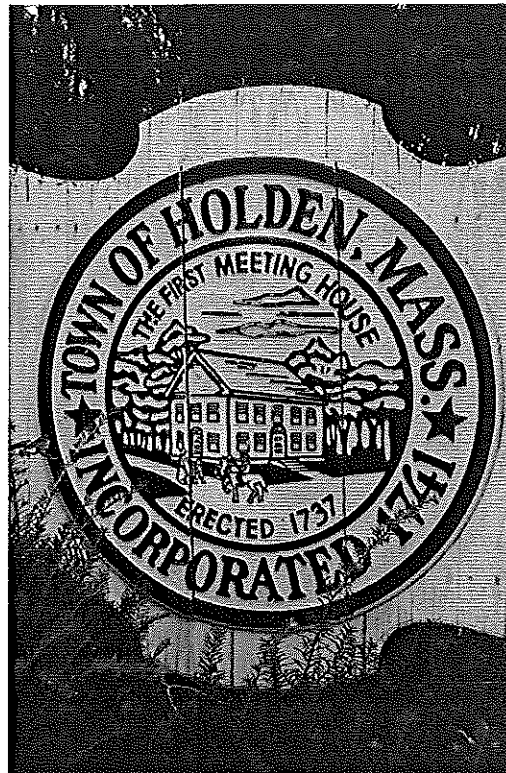


Town of Holden • Massachusetts



FY 2014 BUDGET

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FY 2014

BUDGET CALENDAR

Department Capital Budget Submission	October 15, 2012
Departments Submit Operating Budgets	November 9 – December 7, 2012
Town Manager Review	December 10 – January 30, 2013
Overall Financial Plan Developed	January 3 - January 18, 2013
Budget Production	February 1 - February 14, 2013
Budget Submission	February 15, 2013
Finance Committee Budget Review	February 16 - March 29, 2013
Last Day to Submit Warrant Articles	March 27, 2013
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 1, 2013
Special Town Meeting	April 8, 2013
Special Election Ballot	April 11, 2013
Post Warrant for Annual Town Meeting	May 3, 2013
Town Reports Available	May 13, 2013
Annual Town Election	May 13, 2013
Adjourned Annual Town Meeting	May 20, 2013

BUDGET SUMMARY

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Request FY 2014	Manager FY 2014
General Government	4,311,362	4,149,140	4,419,799	4,736,427	4,638,907	4,770,280	4,800,743
Public Safety	3,849,371	4,236,427	4,098,447	4,305,110	4,330,799	4,560,171	4,416,360
Public Works	2,403,052	2,385,794	2,191,411	2,586,311	2,573,371	2,547,534	2,582,534
Human Services	251,751	276,107	315,961	330,071	301,272	314,321	314,321
Culture	722,746	724,822	748,202	763,723	753,493	788,936	786,536
TOTAL MUNICIPAL	11,538,282	11,772,290	11,773,820	12,721,642	12,597,842	12,981,242	12,900,494
TOTAL DEBT	3,705,281	3,790,568	3,947,386	4,013,196	4,013,195	3,987,671	3,987,671
TOTAL EDUCATION	20,397,444	20,630,741	21,249,850	22,460,910	22,460,910	23,014,869	23,014,869
TOTAL MUNICIPAL, DEBT AND EDUCATION	35,641,007	36,193,599	36,971,056	39,195,748	39,071,947	39,983,782	39,903,034
OTHER FUNDS							
Water/Sewer Enterprise Fund	4,803,759	5,078,071	5,352,496	6,071,805	6,053,837	6,308,298	6,300,798
Water/Sewer Stabilization Fund	279,526	222,467	193,836	103,904	103,904	103,904	103,904
DPW Depreciation Fund	234,085	250,792	282,962	349,729	349,729	399,729	399,729
Recreation Revolving Fund	375,461	306,928	306,384	370,981	346,744	376,385	401,685
Before/After School Revolving Fund	256,989	275,505	287,650	304,356	313,563	326,609	326,609
Cable Revolving Fund	178,783	171,555	182,033	274,846	267,808	313,034	313,034
Solid Waste Enterprise Fund	959,668	1,011,182	1,049,878	1,168,725	1,142,685	1,152,543	1,152,543
Inspection Revolving Fund	203,893	208,669	200,985	209,882	198,254	223,770	223,770
Fire Vehicle Stabilization Fund	105,848	195,904	203,030	155,615	155,615	155,615	205,615
General Stabilization Fund	0	0	302,252	677,398	677,398	1,251,380	1,251,380
Infrastructure Investment Fund	1,894,095	1,775,392	1,672,280	1,540,386	1,540,386	1,411,951	1,411,951
TOTAL OTHER FUNDS	9,292,107	9,496,465	10,033,786	11,227,627	11,149,923	12,023,218	12,091,018

TOWN OF HOLDEN

FY 2014 BUDGET

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Request FY 2014	Manager FY 2014
GENERAL GOVERNMENT							
Moderator	100	100	100	165	165	165	165
Finance Committee	361,691	101,540	181,351	177,193	176,774	151,581	151,581
Selectmen	32,926	21,740	21,166	24,250	23,867	25,400	25,400
Town Manager/Personnel	308,143	322,283	348,595	484,224	398,487	414,584	414,584
Information Technology	235,658	232,896	229,440	269,513	270,855	277,248	277,248
Finance							
Accounting	134,047	138,774	143,203	143,530	139,645	146,043	173,740
Treasurer/Collector	256,087	256,983	242,582	268,893	268,836	251,486	257,252
Assessors	216,040	208,531	210,706	245,212	246,702	218,476	218,476
Legal	259,735	208,380	126,375	194,000	187,000	195,000	195,000
Town Clerk	193,552	175,906	178,256	207,624	209,619	199,794	199,794
Non-Departmental							
Insurance	1,477,932	1,599,802	1,733,309	1,566,700	1,560,620	1,591,950	1,591,950
Retirement	631,711	687,705	802,434	931,617	931,617	1,064,165	1,064,165
Growth Management	203,740	194,500	202,282	223,506	224,720	234,388	231,388
TOTAL	4,311,362	4,149,140	4,419,799	4,736,427	4,638,907	4,770,280	4,800,743
TOTAL DEBT SERVICE	3,705,281	3,790,568	3,947,386	4,013,196	4,013,195	3,987,671	3,987,671

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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
100	100	100	100	100	5120 Moderator	100	100
100	100	100	100	100	*Total Salary & Wages*	100	100
0.00	0.00	0.00	0.00	0.00	# Personnel F/T	0.00	0.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T	1.00	1.00
0	0	0	15	15	5731 Association Dues	15	15
0	0	0	50	50	5733 Expense of Meetings	50	50
0	0	0	65	65	*Total Expense*	65	65
100	100	100	165	165	*Total Budget*	165	165

FINANCE COMMITTEE

The Finance Committee is appointed by the Town Moderator as an advisor to Town Meeting, and is mandated by town By-Laws to conduct thorough reviews of municipal financial issues on behalf of the community. The FinCom is primarily responsible for considering matters related to the 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 10	FY 11	FY 12	FY 13	FY 14 est.
Meetings Held	26	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 Donald Mancini, Chairman	PREPARED BY Donald Mancini	

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0
0	0	0	0	0	# Personnel F/T	0	0
0	0	0	0	0	# Personnel P/T	0	0
0	50	0	50	50	5343 Postage	50	50
140	0	0	150	100	5421 Office Supplies	100	100
231	231	231	235	231	5731 Association Dues	231	231
1,320	1,259	1,120	1,565	1,200	5733 Expense of Meetings	1,200	1,200
360,000	100,000	180,000	175,193	175,193	5781 Reserve Fund	150,000	150,000
361,691	101,540	181,351	177,193	176,774	*Total Expense*	151,581	151,581
361,691	101,540	181,351	177,193	176,774	*Total Budget*	151,581	151,581

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 2011	FY 2012	FY 2013	FY 2014 (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 Anthony M. Renzoni, Chairman	PREPARED BY	

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
5,150	5,150	5,150	5,150	5,150	5120	Selectmen Salary	5,150	5,150
1,824	1,487	1,806	2,350	2,000	5122	Selectmen Clerical	2,000	2,000
6,974	6,637	6,956	7,500	7,150		*Total Salary & Wages*	7,150	7,150
0.00	0.00	0.00	0.00	0.00		# Personnel F/T	0.00	0.00
6.00	6.00	6.00	6.00	6.00		# Personnel P/T	6.00	6.00
270	173	445	400	400	5301	Advertising	400	400
210	300	50	300	300	5343	Postage	300	300
347	573	713	950	950	5421	Office Supplies	950	950
1,000	1,000	1,000	1,000	1,000	5710	Car Allowance	1,000	1,000
2,726	2,726	2,726	2,800	2,767	5731	Association Dues	2,800	2,800
3,877	3,415	2,580	3,800	3,800	5733	Expense of Meetings	3,800	3,800
852	1,916	1,696	2,500	2,500	5780	Employee Appreciation	2,500	2,500
5,000	5,000	5,000	5,000	5,000	5792	Memorial Day Parade	5,000	5,000
						Community Events	1,500	1,500
11,670	0	0	0	0	5781	Reserve Fund	0	0
25,952	15,103	14,210	16,750	16,717		*Total Expenses*	18,250	18,250
32,926	21,740	21,166	24,250	23,867		*Total Budget*	25,400	25,400

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 2010	FY 2011	FY 2012	FY 2013	FY 2014 (EST)
Auto	10	5	7	3	4
Property/General Liability	3	3	2	2	2

The 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. The Assistant Town Manager attended the required courses and is 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.

TOWN MANAGER

Activity	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014 (EST)
Bids	14	12	12	12	12
Purchase Orders	422	554	529	545	550

Along with general administrative support, this budget includes support services for various Town Boards and organizations including \$600 for the Town's contribution towards Holden Days.

The Town Manager's office has always administered the Personnel function. This was recognized by merging the two functions together. The Assistant Town Manager's position was 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 2013, 7 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 2010	FY 2011	FY 2012	FY 2013	FY 2014 (EST)
Vacancy Notices Posted	16	10	8	7	6
Unemployment Claims	6	1	2	3	1
Workers Comp Claims/IOD	8	10	7	4	4
Retirements	2	2	1	4	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, police superior officers and light department unions.

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 number 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, Unemployment Compensation to name a few, and Ethics Training.

Part time clerical support is included in this budget for any Boards and Commissions needing additional clerical support and 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 2014.

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Manager	Town Manager	01-123
DEPARTMENT HEAD	PREPARED BY	
Jacquelyn M. Kelly	Jacquelyn M. Kelly	

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
283,131	292,270	324,544	447,924	368,111	Salary & Wages	385,334	385,334
25,012	30,013	24,051	36,300	30,376	Operating Expense	29,250	29,250
<u>308,143</u>	<u>322,283</u>	<u>348,595</u>	<u>484,224</u>	<u>398,487</u>	*Total Budget*	<u>414,584</u>	<u>414,584</u>
Indirects Included:							
2,000	2,000	2,000	22,000	22,000	HMLD Indirect Charge	22,000	22,000
			5,000	5,000	Water Sewer Enterprise Fund	5,000	5,000
<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>27,000</u>	<u>27,000</u>	<u>Indirects</u>	<u>27,000</u>	<u>27,000</u>

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
91,424	131,158	134,850	137,590	182,602	5110 Town Manager	141,360	141,360
56,902	57,850	59,694	59,694	60,291	5111 Administrative Asst. TM/Personnel	62,133	62,133
34,227	22,523	25,642	25,904	27,490	5112 Clerical TM/Personnel	37,348	37,348
61,211	63,072	92,387	96,082	48,522	5113 Asst. Town Manager/Personnel Dir	72,752	72,752
0	346	0	2,000	2,000	5119 Senior Clerk PT	0	0
1,625	3,960	4,221	4,154	4,140	5143 Town Manager Deferred Comp	4,241	4,241
26,542	0	0	0	0	Reserve Fund Separation Agreement	0	0
7,700	5,250	7,750	7,500	7,500	Incentive Plan	7,500	7,500
3,500	0	0	80,000	30,566	5150 Wage Adjustment	35,000	35,000
0	8,111	0	35,000	5,000	5152 Accrued Time Buy Out	25,000	25,000
283,131	292,270	324,544	447,924	368,111	*Total Salary & Wages*	385,334	385,334
4.00	4.00	4.00	3.00	2.00	# Personnel F/T	4.00	4.00
0.00	0.00	0.00	1.00	1.00	# Personnel P/T	0.00	0.00
575	278	115	300	300	5242 Equipment Maintenance	800	800
945	1,294	2,250	2,000	2,000	5301 Advertising	2,000	2,000
0	24	0	200	200	5304 Physicals	200	200
1,330	740	675	1,600	1,600	5306 Drug/Alcohol Testing	1,600	1,600
505	550	645	650	475	5308 Holden Days	500	500
1,728	990	1,004	1,200	1,200	5340 Cell Phone Expense	1,200	1,200
1,293	1,202	623	1,400	1,400	5343 Postage	1,400	1,400
1,156	0	0	0	600	5410 Petro	1,500	1,500
2,971	2,550	1,733	4,000	4,000	5421 Office Supplies	4,000	4,000
3,911	2,596	2,371	5,000	3,500	5422 Printing	4,000	4,000
289	0	0	0	100	5480 Vehicle Maintenance	500	500
2,000	3,832	4,183	7,000	7,000	5510 Training	7,000	7,000
2,000	4,800	4,800	4,800	3,200	5710 Car Allowance	0	0
81	784	286	750	50	5711 Mileage	0	0
2,220	1,731	893	2,500	365	5720 Out of State Travel	850	850
1,395	565	1,649	2,200	1,686	5731 Association Dues	500	500
219	82	37	200	200	5732 Subscriptions	200	200
2,394	2,458	2,787	2,500	2,500	5733 Expense of Meetings	1,500	1,500
0	5,537	0	0	0	5735 NEGFOA Benchmark	0	0
					Equipment Purchase	1,500	1,500
25,012	30,013	24,051	36,300	30,376	*Total Expenses*	29,250	29,250
308,143	322,283	348,595	484,224	398,487	*Total Budget*	414,584	414,584

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 Jacquelyn M. Kelly	PREPARED BY Jacquelyn M. Kelly	

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
124,292	126,213	132,419	134,943	136,285	Salary & Wages	153,890	153,890
111,366	106,683	97,021	134,570	134,570	Operating Expense	123,358	123,358
235,658	232,896	229,440	269,513	270,855	*Total Budget*	277,248	277,248
9,000	12,000	20,000	20,000	20,000	Indirects Included:		
	9,000	9,000	10,000	10,000	HMLD charge	20,000	20,000
		15,000	10,000	10,000	Water Sewer Enterprise Fund	10,000	10,000
9,000	21,000	44,000	40,000	40,000	Inspections	7,400	7,400
					Indirects	37,400	37,400

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
66,238	67,369	69,503	69,503	70,198	5111	System Administrator	71,912	71,912
55,444	58,624	62,916	65,440	66,087	5113	Network Administrator	67,204	67,204
2,610	220	0	0	0	5119	IT Administrator	14,774	14,774
124,292	126,213	132,419	134,943	136,285		*Total Salary & Wages*	153,890	153,890
2.00	2.00	2.00	2.00	2.00		# Personnel F/T	2.00	2.00
1.00	1.00	1.00	0.00	0.00		# Personnel P/T	1.00	1.00
937	5,121	4,472	10,500	10,500	5242	Hardware Equip Maint	1,000	1,000
48,874	51,196	46,837	54,000	54,000	5243	Software Support	46,620	46,620
3,000	1,350	0	9,000	9,000	5303	GIS Consulting	1,500	1,500
						N Telephone System Support	11,043	11,043
1,445	745	1,225	3,000	3,000	5311	Software Purchase	10,000	10,000
0	0	0	700	700	5340	Cell Phone	700	700
136	16	10	100	100	5343	Postage	100	100
3,852	597	316	300	300	5421	Office Supplies	300	300
1,499	159	99	2,000	2,000	5510	Training/Education	2,000	2,000
1,150	1,150	1,150	1,150	1,150	5710	Car Allowance	1,150	1,150
0	75	75	120	120	5731	Association Dues	120	120
95	25	42	700	700	5733	Expense of Meetings	700	700
29,985	30,182	33,947	38,000	38,000	5783	License/Internet Access Fees	37,625	37,625
20,393	16,067	8,848	15,000	15,000	5794	Hardware Equip Purchase	10,500	10,500
111,366	106,683	97,021	134,570	134,570		*Total Expenses*	123,358	123,358
235,658	232,896	229,440	269,513	270,855		*Total Budget*	277,248	277,248

ACCOUNTING BUDGET

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

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

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

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

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

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

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

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

ACCOUNTING BUDGET

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 FY14 are a result of this increased Federal funding and will continue as long as Federal Funding exceeds \$500,000.

Performance Measurements:

Accounting	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Estimate	FY2014 Estimate
General Ledger Accounts	2,004	2,122	2,202	2,294	2,385
Revenue Accounts	389	414	444	474	504
Payroll Accounts	194	202	202	202	205
Expenditure Accounts	860	875	861	870	880
Purchase Orders	422	554	529	545	550
Invoices Processed	13,761	12,246	13,982	14,000	14,500

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
107,145	110,449	113,955	113,800	114,915	Salary & Wages	115,813	143,510
26,902	28,325	29,248	29,730	24,730	Operating Expense	30,230	30,230
134,047	138,774	143,203	143,530	139,645	*Total Budget*	146,043	173,740
					Indirects Included:		
		10,000	10,000	10,000	HMLD charge	10,000	10,000
		1,300	1,300	1,300	Recreation	1,300	1,300
		1,600	1,600	1,600	After School	1,600	1,600
					Cable Revolving	1,600	1,600
		5,000	7,000	7,000	Water Sewer Enterprise Fund	7,000	7,000
		2,000	3,000	3,000	Solid Waste	3,000	3,000
134,047	138,774	19,900	22,900	22,900	Indirects:	24,500	24,500

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
66,520	71,030	73,315	73,315	74,048	5111	Town Accountant	74,788	78,688
40,625	39,419	40,640	40,485	40,867	5112	Clerical	41,025	41,025
0	0	0	0	0		Asst. Acct. Part Time	0	23,797
107,145	110,449	113,955	113,800	114,915		*Total Salary & Wages*	115,813	143,510
2.00	2.00	2.00	2.00	2.00		# Personnel F/T	2.00	2.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	1.00	1.00
46	0	100	100	100	5242	Equipment Maintenance	100	100
25,500	26,000	27,000	27,000	22,000	5300	Audit	27,000	27,000
121	100	171	150	150	5343	Postage	150	150
1,165	883	632	1,200	1,200	5421	Office Supplies	1,200	1,200
70	80	80	80	80	5731	Association Dues	80	80
0	1,262	1,265	1,200	1,200	5733	Training/Education	1,700	1,700
26,902	28,325	29,248	29,730	24,730		*Total Expense*	30,230	30,230
134,047	138,774	143,203	143,530	139,645		*Total Budget*	146,043	173,740

TREASURER/COLLECTOR BUDGET

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 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.

	2011	2012	2013 Estimate
Real Estate Tax & Personal Property tax bills issued (Paid quarterly)	8,277	8,273	8,263
RET & PPT Demands for nonpayment	742	652	700
Motor Vehicle Excise tax bills issued	19,015	19,104	19,200
MVE Demands for nonpayment	3,056	3,017	3,050
Total Tax Title accounts	89	43	55
Municipal Lien Certificates	697	733	750

In addition, the Treasurer/Collector's Office is responsible for the collection of utility payments for the Water/Sewer, Light, and Solid Waste Departments. Approximately 7,700 utility accounts are billed monthly. Funds 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 BUDGET

The Treasurer/Collector's Office is responsible for processing the weekly Accounts Payable warrant after vendor payments have been approved and issued by the Accounting Department. This function involves the reconciliation and disbursement of accounts payable checks. In FY 2012 the Treasurer/Collector's office processed just over 6,100 vendor checks which along with bank wire payments and biweekly payrolls totaled over \$66,500,000. Cash flow needs must be considered, and necessary liquidity must be maintained when investing funds. Oversight of vendor payments for various projects authorized by bond issues must be maintained so that funds may be transferred timely and appropriately to cover expenditures.

The Treasurer/Collector's Office is 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 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 Jacquelyn M. Kelly	PREPARED BY Sharon A. Lowder	

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
198,761	187,111	182,012	185,993	184,951	Salary & Wages	186,886	188,152
57,326	69,872	60,570	82,900	83,885	Operating Expense	64,600	69,100
256,087	256,983	242,582	268,893	268,836	*Total Budget*	251,486	257,252
40,000	40,000	19,000	19,000	19,000	Indirects Included:		
8,750	8,750	10,750	12,750	12,750	HMLD charge	19,000	19,000
10,000	10,000	5,800	5,800	5,800	Water/Sewer Reimburse	12,750	12,750
0	0	7,500	7,500	7,500	Recreation Reimburse	5,800	5,800
					After School	7,500	7,500
0	0	7,000	9,000	9,000	Cable Revolving	1,000	1,000
58,750	58,750	50,050	54,050	54,050	Solid Waste	9,000	9,000
					Indirect Costs	55,050	55,050

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
69,904	76,291	62,264	64,742	65,390	5111	Treasurer/Collector	68,688	69,954
128,015	109,826	119,056	120,251	118,561	5112	Clerical	117,198	117,198
842	994	692	1,000	1,000	5132	Overtime	1,000	1,000
198,761	187,111	182,012	185,993	184,951		*Total Salary & Wages*	186,886	188,152
4.00	4.00	4.00	4.00	4.00		# Personnel F/T	4.00	4.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00	0.00
1,570	1,584	1,361	1,500	1,500	5242	Equipment Maintenance	1,500	1,500
4,332	3,845	7,050	5,000	5,000	5301	Tax Title/Advertising	5,000	5,000
10,000	12,823	7,400	9,000	9,000	5305	Tax Foreclosure	9,000	9,000
20,572	22,358	19,487	20,000	20,000	5343	Postage	21,000	21,000
2,109	1,826	2,036	4,000	4,000	5421	Office Supplies	4,000	4,000
152	247	388	0	0	5422	Payroll Supplies	0	0
881	124	700	0	0	5423	Envelopes	0	0
3,677	4,689	7,531	6,000	6,000	5580	Billing Expense	6,000	6,000
1,500	1,500	1,500	1,500	1,500	5710	Car Allowance	1,500	1,500
530	510	285	600	600	5731	Association Dues	600	600
503	1,040	319	1,000	1,000	5733	Training/Education	1,000	1,000
11,500	12,476	12,513	12,000	13,000	5784	Bank Charges	15,000	15,000
		0	12,300	12,285	5784	Reserve Fund Transfer-Verizon	0	0
0	6,850	0	10,000	10,000	5891	GASB #45	0	0
						Expense of Borrowing	0	2,500
						Penalties & Interest	0	2,000
57,326	69,872	60,570	82,900	83,885		*Total Expense*	64,600	69,100
256,087	256,983	242,582	268,893	268,836		*Total Budget*	251,486	257,252

BOARD OF ASSESSORS

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

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

The Assessors' Office is the revenue-generating engine of municipal government. It is the assessors who generate most of the revenue needed to provide required services to taxpayers. The assessors must annually assess taxes to cover state, county and local appropriations. The assessors are responsible for complying with Massachusetts General Laws and Department of Revenue guidelines in all assessing functions. Real and Personal Property Revaluations statutorily must be conducted every three years and certified by the Department of Revenue in order to insure that properties are equitable and fairly assessed. Interim Year Adjustments, which include sales analysis, review of commercial and industrial market indicators, property inspections, including building permits, a systematic reinspection program of all parcels and updating tax maps are required to be completed every year in order for the assessors to set the tax rate. Real and Personal Property Revaluation is scheduled for FY2014.

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
PERFORMANCE MEASUREMENTS**

Assessors	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Estimate	FY2014 Estimate
Real Estate Bills Issued	8,734	8,757	8,776	8,800	8,800
New Growth Levied	\$21.5 mil	\$23.2 mil	\$26.5 mil	\$23.3 mil	\$20 mil
Supplemental Tax Issued	\$26,110	\$47,906	\$64,991	\$35,000	\$35,000
Motor Vehicle Bills Issued	19,306	19,157	19,584	19,600	19,600
Motor Vehicle Abatements	1,107	878	902	925	925
Motor Vehicle Excise Generated	\$1.95 mil	\$1.98 mil	\$2.09 mil	\$2 mil	\$2 mil
Sewer Betterments	2,136	2,093	2,064	2,023	2,023
Connection Loans	609	602	602	578	578
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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
197,386	188,537	190,811	196,212	197,702	Salary & Wages	189,376	189,376
18,654	19,994	19,895	49,000	49,000	Operating Expense	29,100	29,100
216,040	208,531	210,706	245,212	246,702	*Total Budget*	218,476	218,476

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
79,551	80,831	83,421	83,432	84,266	5110	Principal Assessor	69,954	69,954
68,746	56,360	52,323	54,092	54,224	5112	Clerical	59,679	59,679
44,489	47,013	50,467	52,488	53,012	5119	Data Collector	53,543	53,543
1,600	1,333	1,600	3,200	3,200	5120	Board of Assessors	3,200	3,200
3,000	3,000	3,000	3,000	3,000	5126	Mapper	3,000	3,000
197,386	188,537	190,811	196,212	197,702		*Total Salary & Wages*	189,376	189,376
3.00	4.00	4.00	3.00	3.00		# Personnel F/T	3.00	3.00
4.00	3.00	3.00	4.00	4.00		# Personnel P/T	4.00	4.00
354	499	313	650	600	5242	Equipment Maintenance	600	600
0	0	336	350	350	5340	Cell Phone	350	350
1,650	1,650	2,393	1,650	2,200	5343	Postage	2,200	2,200
2,386	1,946	2,494	2,150	2,500	5421	Office Supplies	2,500	2,500
3,800	4,401	2,156	3,000	2,500	5422	Printing	2,500	2,500
1,721	2,376	2,523	3,000	3,000	5510	Personnel Training	3,500	3,500
3,300	3,300	3,300	3,300	3,300	5710	Car Allowance	0	0
823	1,501	2,000	2,200	2,200	5711	Mileage Reimbursement	5,000	5,000
0	0	0	400	400	5720	Out of State Travel	500	500
376	376	376	500	500	5731	Association Dues	500	500
159	112	112	300	200	5732	Subscriptions	200	200
925	471	487	1,000	750	5784	Deeds/Abstracts	750	750
3,000	3,000	3,000	30,000	30,000	5791	Revaluation	10,000	10,000
160	362	405	500	500	5794	Office Equipment	500	500
18,654	19,994	19,895	49,000	49,000		*Total Expense*	29,100	29,100
216,040	208,531	210,706	245,212	246,702		*Total Budget*	218,476	218,476

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 2012 and FY 2013 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 Jacquelyn M. Kelly	

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
73,898	82,493	74,428	97,000	90,000	5300	Town Counsel	90,000	90,000
39,819	42,124	51,947	42,000	42,000	5302	Collective Bargaining	50,000	50,000
115,065	83,763	0	55,000	55,000		Labor Relations	55,000	55,000
11,553	0	0	0	0	5303	Town Manager Contract	0	0
19,400	0	0	0	0	5304	Town Manager Search	0	0
259,735	208,380	126,375	194,000	187,000		*Total Expense*	195,000	195,000
259,735	208,380	126,375	194,000	187,000		*Total Budget*	195,000	195,000

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 accepts requests and payments for birth, death, and marriage certificates and parking fines via the Internet. Activities to maintain vital records include recording, indexing, establishing, and amending. Office staff also issue certified copies of various records, perform records retention and preservation, conduct genealogical research, and answering numerous public requests and questions

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

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

TOWN CLERK

The Town Clerk's office conducts the town-wide annual census, voter registration and the conducting of all elections. This includes 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.

Population	FY 10	18,773	FY 11	18,592	FY 12	18,487	FY 13	18,500 est.	FY 14	18,500 est.
Voters	FY 10	12,324	FY 11	12,331	FY 12	12,917	FY 13	12,900 est.	FY 14	12,900 est.
Items Processed	FY 10	15,462	FY 11	10,878	FY 12	9,499	FY 13	9,500 est.	FY 14	9,500 est.
Number of Elections	FY 10	3	FY 11	3	FY 12	2	FY 13	4 est.	FY 14	2 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 10	2	FY 11	2	FY 12	1	FY 13	3 est.	FY 14	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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
171,901	151,882	155,431	174,252	175,717	Salary & Wages	169,319	169,319
21,651	24,024	22,825	33,372	33,902	Operating Expense	30,475	30,475
193,552	175,906	178,256	207,624	209,619	*Total Budget*	199,794	199,794

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
81,971	58,970	63,711	65,829	66,488	5110	Town Clerk	69,837	69,837
72,188	74,479	80,794	82,909	83,715	5112	Clerical	86,483	86,483
5,031	3,894	1,150	1,150	1,150	5125	Registrar/Census Coll.	1,150	1,150
12,449	13,744	9,142	23,160	23,160	5126	Election/Tn Mtg Pers.	10,950	10,950
262	795	634	1,204	1,204	5132	Overtime	899	899
171,901	151,882	155,431	174,252	175,717		*Total Salary & Wages*	169,319	169,319
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00	3.00
55.00	57.00	57.00	57.00	57.00		# Personnel P/T	57.00	57.00
2,523	2,880	3,657	4,870	4,870	5242	Equipment Maintenance	4,820	4,820
1,600	1,735	1,686	1,935	1,935	5311	Record Preservation	2,500	2,500
0	0	335	350	350	5340	Cell Phone	350	350
2,494	3,047	1,128	3,132	3,132	5343	Postage	1,620	1,620
2,377	2,927	2,912	3,000	3,000	5421	Office Supplies	3,000	3,000
2,997	2,139	2,091	5,800	5,800	5422	Printing	5,300	5,300
0	0	512	0	0	5423	Precinct Change	0	0
2,244	4,189	2,742	6,400	6,400	5582	Election/TnMtg Expenses	4,150	4,150
5,012	5,059	6,278	5,835	6,300	5583	Census	6,570	6,570
117	412	352	325	325	5711	Mileage Reimbursement	365	365
546	0	0	500	500	5720	Out of State Travel	500	500
325	275	300	325	390	5731	Association Dues	400	400
306	110	79	100	100	5732	Subscriptions	100	100
780	625	753	800	800	5733	Education	800	800
330	626	0	0	0	5794	Office Equipment	0	0
21,651	24,024	22,825	33,372	33,902		*Total Expense*	30,475	30,475
193,552	175,906	178,256	207,624	209,619		*Total Budget*	199,794	199,794

INSURANCE BUDGET

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 joined the State sponsored Group Insurance Commission (GIC) for FY 2013. **The savings for the General Fund portion of the health insurance budget will be approximately \$200,000 over FY 2012.** These savings will be realized in spite of mitigation funds distributed to all eligible subscribers from the health insurance budget. The GIC is currently negotiating with the health insurance providers for the FY 2014 premiums.

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. FY14 budget is based upon a slight 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	230,000	1,250	18,500	50,000
Water/Sewer	68,000	380	6,550	25,000
Solid Waste	2,500	15	225	0
Inspections	16,000	70	2,500	0
Recreation	6,000	0	0	5,000
After School	17,000	38	6,400	2,500
Cable	13,200	38	1,300	1,250
General Fund	1,200,000	7,500	85,000	166,250
Total	1,552,700	9,291	120,475	250,000

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
26,304	28,773	22,321	36,000	36,000	5171 Workers Compensation	36,000	36,000
67,298	72,025	74,828	80,000	80,000	5173 Town Medicare	85,000	85,000
5,499	6,316	6,242	6,500	6,500	5174 Life Insurance	7,500	7,500
1,204,985	1,310,668	1,424,277	1,200,000	1,200,000	5175 Health Insurance	1,200,000	1,200,000
14,241	8,094	26,019	24,000	24,000	5740 Unemployment Insurance	25,000	25,000
126,861	136,957	130,493	150,000	150,000	5741 Property/General Liability	166,250	166,250
3,076	3,076	12,618	30,000	28,460	5742 Police Accident Insurance	32,000	32,000
22,585	25,702	29,058	30,000	28,460	5743 Fire Accident Insurance	32,000	32,000
1,026	1,026	1,026	1,200	1,200	5744 Official Bonds	1,200	1,200
4,407	5,465	5,677	8,000	6,000	5746 Flexible Spending Account	7,000	7,000
1,650	1,700	750	1,000	0	5747 Health Reimbursement Account	0	0
1,477,932	1,599,802	1,733,309	1,566,700	1,560,620	*Total Expense*	1,591,950	1,591,950
1,477,932	1,599,802	1,733,309	1,566,700	1,560,620	*Total Budget*	1,591,950	1,591,950

RETIREMENT BUDGET

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. An additional surcharge to cover those employees who retired under the Early Retirement Incentive Program in 2002 is apportioned according to the retiree's former position and charged to the Light 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, 2012. Since FY10 the Town of Holden has taken advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a savings total of \$27,111.

Fund	Salaries	Percentage of Salaries	Assessment Including ERI
Light	\$1,129,332.52	14%	\$219,598
Water/Sewer	\$395,774.06	5%	\$73,048
Recreation Programs	\$74,332.80	.96%	\$13,032
Recreation After School	\$80,549.30	1.0%	\$13,575
Solid Waste	\$14,063.33	.20%	\$2,715
Inspections	\$96,235.40	1.20%	\$16,290
Cable TV	\$57,094.79	.70%	\$9,502
General Fund	\$6,156,750.54	76.94%	\$1,064,165
Total	\$8,004,132.74	100.00%	\$1,411,925

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
631,711	687,705	771,641	931,617	931,617	5177	Retirement	1,064,165	1,064,165
0	0	30,793	0	0		Pension Surcharge	0	0
631,711	687,705	802,434	931,617	931,617		*Total Expense*	1,064,165	1,064,165
631,711	687,705	802,434	931,617	931,617		*Total Budget*	1,064,165	1,064,165

DEBT BUDGET

The Debt Service budget covers the principal and interest payments due during FY14. As of June 30, 2012, the total long-term debt outstanding for the Town of Holden was \$47,035,698.56, of which \$18,871,462.13 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 \$1,957,491,300 resulting in a debt limit of \$97,874,565. 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 \$1,586,916.28. 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 \$119,449 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 (\$416,014) 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 \$544,449 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 of \$300,000 which was borrowed in February, 2012 along with \$370,000 for two capital projects and an additional \$200,000 to finish the Public Safety Building. The 2012 Annual Town Meeting authorized \$210,00 for the purchase of a dump truck which was borrowed in January of 2013. The Debt service for this item will be paid from the DPW Depreciation fund.

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
3,705,281	3,790,568	3,947,386	4,013,196	4,013,195	Operating Expense	3,987,671	3,987,671
3,705,281	3,790,568	3,947,386	4,013,196	4,013,195	*Total Budget*	3,987,671	3,987,671

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Manager FY 2014
EXEMPT DEBT						
2,803,839	2,809,664	2,814,849	2,816,896	2,816,896	5921 DE School Building	2,805,576
373,138	544,025	595,312	600,625	600,625	5929 DE Public Safety Building	610,300
0	0	0	44,840	44,840	DE Add'l PSB	43,927
3,176,977	3,353,689	3,410,161	3,462,361	3,462,361	sub-total	3,459,803
NON-EXEMPT DEBT						
0	0	0	67,260	67,259	Mountview Feasibility Study	65,890
46,980	45,000	43,000	41,200	41,200	5915 Quint Fire Truck	0
3,847	3,873	3,873	3,873	3,873	5925 Septic Repair	3,873
71,942	71,229	71,871	71,871	71,871	5928 Connection Loan Debt	71,871
0	0	0	82,856	82,856	Capital Plan Borrowing FY 13	81,169
					FY 14 Capital Debt est.	8,500
122,769	120,102	118,744	267,060	267,059	sub-total	231,303
INFRASTRUCTURE INVESTMENT FUND						
64,000	64,000	64,000	64,000	64,000	5919 A Underground Utilities	64,000
124,835	36,077	137,881	44,775	44,775	5923 A Additional IIF	57,565
50,000	50,000	50,000	50,000	50,000	5891 A Senior Center	50,000
41,700	41,700	41,600	0	0	A Public Building Repairs	0
75,000	75,000	75,000	75,000	75,000	5923 A Public Safety Building	75,000
50,000	50,000	50,000	50,000	50,000	5924 A Zottoli Purchase/Rec Fields	50,000
405,535	316,777	418,481	283,775	283,775	sub-total	296,565
3,705,281	3,790,568	3,947,386	4,013,196	4,013,195	*Total Expense*	3,987,671
3,705,281	3,790,568	3,947,386	4,013,196	4,013,195	*Total Budget*	3,987,671
Infrastructure Investment Fund						
157,800	0	0	0	0	Senior Center	0
210,853	216,053	215,943	216,053	220,428	Municipal Pool	219,449
195,000	375,500	325,000	325,000	325,000	Public Safety Building	325,000
563,653	591,553	540,943	541,053	545,428	*Total*	544,449

EXEMPT DEBT

General funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of \$1,870,996 for a net debt exclusion of \$1,586,916.28. Debt Service for the Public Safety Building is split between Debt-Excluded appropriation on the tax rate and the Infrastructure Investment Fund.

TRANSFER INTO IIF

Transfer of \$296,565 from the General Fund for projects authorized by the IIF and the annual investment. Included in Recreation budget is an additional \$119,449 from the Recreation Revolving Fund into the IIF to offset a portion of the Municipal Pool debt. These funds total \$416,014 to be transferred into the IIF by Special Article.

TRANSFER OUT OF IIF

Projects whose debt service this year will be funded by a transfer from the IIF. The transfer of \$544,449 requires a 2/3rds approval at Town Meeting.

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 2014

1. Holden continues to participate in the regional Board of Health programs which under the current scenario will provide expanded public health services to Holden's residents at a cost approximately equivalent to current expenditures. Currently, the Regional Board of Health, coordinated by the City of Worcester, provides public health service using a group of specialized inspectors to the towns of Holden, Shrewsbury, Millbury, Leicester, and West Boylston.

2. Economic development efforts will be expanded with an eye toward positioning Holden in a more favorable position for commercial development as the economy improves. Much of this effort is focused on attracting and maintaining businesses and services which support the residential community. For the first time, Holden was represented at the Worcester Business Expo in an effort to make businesses aware of the advantages of locating a business in Holden. During the past year, the Town has cooperated in the expansion of Oriol Health Care, the development of a new Medical Office building on the former Holden Hospital site. Synageva Biopharma, an international pharmaceutical firm engaged in the production of growth media for specialized vaccines has acquired and is renovating 100 Industrial Drive. The firm will begin full operations in June of 2013. The Jefferson Mill has been sold to Brady and Sullivan, a firm that specializes in mill redevelopment. The national registration of the Eagleville National Historic District is proceeding and should be complete during 2013.

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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
183,131	176,586	174,612	130,052	129,565	Salary & Wages	132,558	132,558
20,609	17,914	27,670	93,454	95,155	Operating Expense	101,830	98,830
203,740	194,500	202,282	223,506	224,720	*Total Budget*	234,388	231,388

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
25,552	24,296	24,539	25,030	25,280	5110 Director of Growth Management	25,535	25,535
69,904	71,030	64,888	73,315	74,048	5111 Senior Planner	74,788	74,788
33,733	30,694	27,510	27,957	28,237	5112 Clerical	28,635	28,635
50,351	49,062	56,314	0	0	5114 Health Agent	0	0
1,991	1,065	1,124	2,000	1,150	5122 Clerical Meetings	1,850	1,850
1,600	439	237	1,750	850	5132 Overtime	1,750	1,750
183,131	176,586	174,612	130,052	129,565	*Total Salary & Wages*	132,558	132,558
5.00	5.00	5.00	4.00	4.00	# Personnel F/T	4.00	4.00
1.00	1.00	1.00	1.00	0.00	# Personnel P/T	0.00	0.00
0	0	5,086	5,600	5,576	5298 Earth Day	5,600	5,600
1,936	1,500	1,500	1,500	1,500	5299 Greenway Task Force	1,500	1,500
1,201	1,031	1,023	1,200	450	5301 Advertising	1,000	1,000
3,758	0	6,365	0	0	5303 Consulting Services	5,000	2,000
0	0	0	1,500	1,500	5311 Software Purchase	1,500	1,500
1,158	978	651	550	550	5340 Cell Phones	650	650
2,474	1,496	1,718	4,000	3,100	5343 Postage	3,000	3,000
3,988	3,644	3,361	3,500	2,000	5421 Office Supplies	3,000	3,000
831	2,214	2,430	0	0	5500 Public Health Nursing	0	0
365	1,225	555	425	875	5509 Train/Educ/Programs	1,100	1,100
0	0	28	150	150	5510 Technical Ref Books	200	200
0	0	0	1,000	950	5582 Non Capital Equipment	1,000	1,000
28	0	0	0	0	5710 Car Allowance	0	0
0	221	591	1,100	1,100	5711 Mileage Reimbursement	1,250	1,250
3,763	3,763	3,763	4,179	4,179	5730 CMRPC Dues	4,300	4,300
1,010	758	444	850	850	5731 Association Dues	850	850
97	37	37	100	75	5732 Publications	100	100
0	328	0	300	200	5733 Expense of Meetings	300	300
0	0	118	500	5,150	5791 Economic Development	2,500	2,500
0	0	0	66,000	66,000	5793 Board of Health Regionalization	67,980	67,980
0	719	0	1,000	950	5794 Hardware Purchase	1,000	1,000
20,609	17,914	27,670	93,454	95,155	*Total Expenses*	101,830	98,830
203,740	194,500	202,282	223,506	224,720	*Total Budget*	234,388	231,388

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Request FY 2014	Manager FY 2014
PUBLIC SAFETY							
Police Department	2,052,364	2,082,761	2,050,284	2,164,132	2,180,171	2,250,263	2,204,513
Animal Control	50,507	47,197	56,600	51,095	54,048	57,248	57,248
Sealer Wgts & Measures	3,267	3,147	3,447	3,525	3,525	3,600	3,600
Fire Department	1,058,180	1,202,429	946,078	1,097,756	1,121,073	1,228,827	1,132,766
EMS	667,329	811,186	880,120	765,848	758,236	811,533	810,033
Emergency Management	17,724	15,896	23,906	21,746	22,646	13,100	12,600
Public Safety Building	0	73,811	138,012	201,008	191,100	195,600	195,600
TOTAL	3,849,371	4,236,427	4,098,447	4,305,110	4,330,799	4,560,171	4,416,360

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 FY 14 and FY15 may 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 14 associated maintenance costs for elevators, geo thermal, CATV and security will be reflected as well.

POLICE DEPARTMENT

Activity	Actual		Projected		
	2010	2011	2012	2013	2014
Citations	4,319	2,864	3,000	3,000	3,000
Accidents	286	189	230	235	235
Fatal Accidents	1	1	1	1	1
Calls for Service	15,317	15,234	15,500	16,000	16,000
Incident Reports Taken	979	960	1,000	1,000	1,000

Arrests	Actual		Projected		
	2010	2011	2012	2013	2014
Murder	0	0	0	0	0
Assault	28	29	45	45	45
Breaking & Entering	6	13	10	10	10
Arson	0	0	0	0	0
Vandalism	8	9	10	10	10
Drugs	12	10	20	20	20
Family Offenses	4	10	5	5	5
O.U.I.	32	18	40	40	40
Disorderly	15	19	25	25	25
Traffic Offenses	78	56	40	80	80
Protective Custody	19	20	30	50	50
Other	46	62	25	40	40
Total	248	252	250	310	15

POLICE DEPARTMENT

Crimes Reported	Actual		Projected		
	2010	2011	2012	2013	2014
Homicide	0	0	0	0	0
Rape	1	1	3	2	1
Robbery	0	0	1	1	1
Assault	87	56	75	75	75
Breaking & Entering	17	22	20	20	20
Larceny	70	94	85	85	90
Motor Vehicle Theft	5	5	5	5	5
Total	180	178	188	188	193

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
1,730,263	1,749,022	1,824,574	1,924,232	1,940,271	Salary & Wages	2,011,363	1,967,363
255,376	263,277	225,710	239,900	239,900	Operating Expense	238,900	237,150
66,725	70,462	0	0	0	Capital Outlay	0	0
2,052,364	2,082,761	2,050,284	2,164,132	2,180,171	*Total Budget*	2,250,263	2,204,513

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
99,031	101,011	104,063	104,063	107,125	5110	Admin Chief of Police	106,155	106,155
73,038	73,038	80,814	80,814	82,133	5111	Admin Labor	82,449	82,449
35,857	36,574	37,678	37,534	37,911	5112	Admin Clerical	38,441	38,441
923	0	4,226	9,000	9,000	5113	Community Policing	9,000	9,000
307,075	326,302	323,384	347,486	396,526	5114	Crime Labor	446,419	402,419
121,760	121,751	107,394	124,187	65,500	5115	Invest Detectives	69,312	69,312
355,454	383,608	399,408	399,519	398,889	5116	Highway Patrolmen	454,355	454,355
270,048	270,626	289,134	288,737	324,305	5117	Support Dispatchers	233,183	233,183
63,919	53,562	60,669	65,000	65,000	5119	Support PT Officers & PSA's	65,000	65,000
0	0	0	0	0	5120	Add Officer - New	41,951	41,951
26,309	14,277	22,528	54,000	54,000	5121	School Resource Officer	54,000	54,000
33,113	37,082	45,058	46,876	47,323	5122	Police Dept. Administrator	49,707	49,707
9,255	6,992	6,131	9,000	9,000	5132	Admin Special Details	9,000	9,000
25,262	11,194	26,061	35,750	35,750	5134	Court Overtime	35,750	35,750
35,138	36,478	46,828	46,000	46,000	5135	O T Misc & Training	46,000	46,000
51,600	55,319	42,205	35,750	35,750	5136	Highway OT Det/Invest	35,750	35,750
5,000	5,000	5,000	5,000	5,000	5140	Performance Bonus	5,000	5,000
2,150	2,150	2,150	2,150	2,150	5143	Physical Fitness	2,150	2,150
1,500	1,500	1,500	1,500	1,500	5144	Education	1,500	1,500
20,485	13,681	11,608	22,500	22,500	5147	Support Shift Differential	22,500	22,500
3,787	3,863	3,987	4,003	4,043	5148	Holiday Pay	4,083	4,083
189,559	195,014	204,748	205,363	190,866	5160	Education Stipend	199,658	199,658
1,730,263	1,749,022	1,824,574	1,924,232	1,940,271		*Total Salary & Wages*	2,011,363	1,967,363
24.00	24.00	24.00	24.00	24.00		# Personnel F/T	25.00	25.00
12.00	12.00	12.00	12.00	12.00		# Personnel P/T	12.00	12.00
15,599	8,507	994	2,000	2,000	5212	Utilities	2,000	750
6,915	6,318	7,261	5,000	5,000	5214	Fuel	0	0
1,201	1,002	1,905	1,000	1,000	5231	Water/Sewer	1,000	500
38,385	39,158	38,370	37,000	37,000	5242	Equipment Maintenance	37,000	37,000

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
12,886	11,214	5,864	3,500	3,500	5244	Radio Maintenance	3,500	3,500
390	275	308	400	400	5248	Generator Maintenance	400	400
50	4,705	7,032	2,000	2,000	5304	Physicals	2,000	2,000
10,821	9,206	11,116	12,000	12,000	5340	Pager/Cell Phone	12,000	12,000
2,692	5,790	4,732	3,000	3,000	5342	Radio Lines	3,000	3,000
1,257	1,302	1,383	2,000	2,000	5343	Postage	2,000	2,000
38,674	44,499	49,988	56,000	56,000	5410	Petro Products	56,000	56,000
7,169	12,152	8,830	6,000	6,000	5421	Office Supplies	6,000	6,000
7,378	6,636	3,366	1,000	1,000	5430	Building Maintenance	1,000	1,000
22,370	23,045	19,619	21,000	21,000	5480	Vehicle Maintenance	25,000	25,000
229	393	787	500	500	5490	Prisoner Food	500	500
15,136	11,006	12,262	13,000	13,000	5509	Training & Education	13,000	13,000
0	0	250	750	750	5510	Safety Programs	750	750
34,387	30,819	28,339	37,000	37,000	5581	Uniforms	37,000	37,000
14,409	5,547	346	1,000	1,000	5582	Office Equipment	1,000	1,000
958	1,663	892	1,000	1,000	5584	Defib Equipment	1,000	1,000
1,841	2,796	1,906	2,000	2,000	5731	Association Dues	2,000	2,000
550	1,012	2,008	1,000	1,000	5732	General Laws	1,000	1,000
704	703	495	750	750	5733	Expense of Meetings	750	750
0	0	0	500	500	5787	Lockup Fees	500	500
21,375	35,247	17,464	30,000	30,000	5788	Traffic Lines	30,000	30,000
0	282	193	500	500	5789	Traffic Signs	500	500
66,725	70,462	0	0	0	5840 C	Police Vehicle	0	0
322,101	333,739	225,710	239,900	239,900		*Total Expense*	238,900	237,150
2,052,364	2,082,761	2,050,284	2,164,132	2,180,171		*Total Budget*	2,250,263	2,204,513

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 12	1,000	FY 13	1,000	FY 14	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 12	500	FY 13	500	FY 14	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 12	450	FY 13	450	FY 14	450
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DEPARTMENT	FUNCTION	FUNCTION CODE
Police Department	Animal Control	01-292
DEPARTMENT HEAD	PREPARED BY	
George Sherrill	George Sherrill	

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY		Request FY 2014	Manager FY 2014
40,863	40,732	45,541	41,045	43,998	Salary & Wages		47,198	47,198
9,644	6,465	11,059	10,050	10,050	Operating Expense		10,050	10,050
50,507	47,197	56,600	51,095	54,048	*Total Budget*		57,248	57,248
Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description		Request FY 2014	Manager FY 2014
34,693	36,097	37,187	37,045	39,998	5113	Animal Control Officer	42,198	42,198
3,789	3,808	6,551	3,000	3,000	5114	Call Outs	4,000	4,000
2,381	827	1,803	1,000	1,000	5132	Overtime	1,000	1,000
40,863	40,732	45,541	41,045	43,998	*Total Salary & Wages*		47,198	47,198
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	1.00	# Personnel P/T		1.00	1.00
0	0	0	200	200	5244	Radio Maintenance	200	200
550	450	696	750	750	5343	Postage	750	750
2,780	1,532	2,668	3,000	3,000	5382	Dog Expense	3,000	3,000
2,124	2,203	3,119	2,800	2,800	5410	Petro	2,800	2,800
2,546	1,216	790	1,000	1,000	5480	Vehicle Maintenance	1,000	1,000
150	7	0	500	500	5510	Education	500	500
810	907	902	800	800	5581	Uniforms	800	800
684	150	2,759	750	750	5582	Equipment	750	750
0	0	125	250	250	5731	Association Dues	250	250
9,644	6,465	11,059	10,050	10,050	*Town Expense*		10,050	10,050
50,507	47,197	56,600	51,095	54,048	*Total Budget*		57,248	57,248

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 11	154	FY 12	154	FY 13	154	FY 14 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 11	15	FY 12	15	FY 13	15	FY 14 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 11	2	FY 12	2	FY 13	2	FY 14 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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY		Request FY 2014	Manager FY 2014
2,500	2,500	2,500	2,500	2,500	Salary & Wages		2,500	2,500
767	647	947	1,025	1,025	Operating Expense		1,100	1,100
3,267	3,147	3,447	3,525	3,525	*Total Budget*		3,600	3,600

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description		Request FY 2014	Manager FY 2014
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	2,500	*Total Salary & Wages*		2,500	2,500

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

178	122	577	425	425	5582	Supplies	500	500
284	250	250	300	300	5710	Car Allowance	300	300
305	275	120	300	300	5731	Association Dues/Ed	300	300
767	647	947	1,025	1,025	*Total Expense*		1,100	1,100
3,267	3,147	3,447	3,525	3,525	*Total Budget*		3,600	3,600

FIRE OPERATIONS

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

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

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

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

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 69 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>	FY2010	FY2011	FY2012	FY2013	FY2014
	Actual	Actual	Actual	Estimate	Estimate
<i>Emergency Preparedness</i>					
Emergency Incidents	1,800	1,950	2,000	2,050	2,000
Vehicles Maintained	14	16	16	15	17
Trailers Maintained	5	6	6	5	5
<i>Fire Training</i>					
Explorer Program	30	30	36	35	35
Fire Training (department)	30	30	30	30	30
Recruit Training	12	12	12	12	12
S.A.F.E. & Community Education	6	7	15	18	20
<i>Fire & Accident Prevention</i>					
Fire Drills	50	50	50	50	50
Permits Issued	1,300	1,013	1,100	1,150	1,150
Plans Reviewed	100	63	115	125	125
<i>Support Services</i>					
HFD Personnel	61	71	76	70	70
Information Requests	4,200	4,400	4,400	4,450	4,450

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
819,572	912,389	805,316	952,156	978,173	Salary & Wages	1,067,627	987,666
135,764	144,623	131,275	135,100	132,400	Operating Expense	150,700	134,600
102,844	145,417	9,487	10,500	10,500	Capital Outlay	10,500	10,500
1,058,180	1,202,429	946,078	1,097,756	1,121,073	*Total Budget*	1,228,827	1,132,766

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
95,208	101,011	104,063	104,063	105,104	5110 Chief	106,155	106,155
					Chief Increase	20,812	0
61,248	66,407	70,495	77,909	96,951	5111 Assistant Chief	84,533	84,533
25,506	28,623	27,889	23,238	29,525	5112 Clerical	39,760	39,760
324,076	300,388	351,553	389,738	394,328	5113 Firefighters Full Time	406,013	406,013
0	25,845	6,276	0	0	5115 Additional Firefighters	41,911	0
6,032	6,092	88,676	6,152	6,388	5117 Deputy Chiefs	6,402	6,402
141,496	128,840	12,367	160,000	160,000	5118 Call Firefighters	161,600	161,600
11,878	15,929	75,479	8,727	8,727	5119 Clerical Part Time	0	0
				0	Accrued Time Buy Out	15,000	0
90,088	102,396	15,885	100,000	100,000	5132 Overtime	100,000	100,000
15,060	14,900	3,556	15,220	15,220	5133 Weekend Coverage	15,220	15,220
33,583	73,519	813	15,000	15,000	5141 IOD	15,000	15,000
1,415	1,100	48,264	750	750	5147 Shift Lead Pay	750	750
13,982	47,339	0	51,359	46,180	5148 Holiday Pay	52,233	52,233
					Holiday Pay Addl FF	2,238	0
819,572	912,389	805,316	952,156	978,173	*Total Salary & Wages*	1,067,627	987,666

9.00	9.00	10.00	10.00	10.00	# Personnel F/T	11.00	10.00
2.00	2.00	2.00	2.00	2.00	# Personnel P/T	0.00	0.00
39.00	39.00	32.00	41.00	41.00	# Personnel On-Call	32.00	41.00

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
17,813	8,273	4,938	4,000	4,000	5212 Utilities	4,000	4,000
1,013	614	1,575	2,200	2,000	5231 Water/Sewer	1,500	1,500
4,365	5,545	2,636	5,000	5,000	5244 Radio Maintenance	5,000	5,000
2,463	2,080	2,035	2,100	2,100	5249 Radio Alarm System	2,100	2,100
1,514	2,032	4,320	4,600	4,600	5340 Cell Phone/Pagers	4,600	4,600
12,627	15,990	16,939	21,200	21,200	5410 Petro Products	23,000	23,000
5,126	9,673	5,297	5,000	5,000	5421 Office Supplies	5,000	5,000
7,500	7,163	4,977	5,000	5,000	5430 Building Maintenance	5,000	5,000
16,687	21,448	30,619	25,000	25,000	5480 Vehicle Maintenance	25,000	25,000
41	975	340	1,000	1,000	5490 Emergency Food	1,000	1,000
4,309	4,307	1,935	3,000	2,000	5500 Medical/Physicals	3,000	3,000
9,130	20,480	7,627	10,000	12,000	5510 Train/Education/Programs	10,000	10,000
9,904	9,884	7,601	8,000	8,000	5512 Call Firefighter Retention	8,000	8,000
15,255	16,249	13,234	13,000	13,000	5581 Uniforms	25,000	13,000
0	0	0	3,500	0	5581 Uniform Allowance	3,500	0
25,163	16,360	21,512	13,400	13,400	5582 Equipment/Hose	13,400	13,400
1,500	105	0	0	0	5584 Medical Supplies/Equip.	0	0
597	451	367	600	600	5711 Mileage Reimbursement	500	500
757	2,994	123	2,500	2,500	5720 Out of State Travel	3,600	3,000
0	0	5,200	6,000	6,000	5783 Licenses and Fees	7,500	7,500
102,844	145,417	9,487	10,500	10,500	5870 C Radio/Pager Purchase	10,500	10,500
238,608	290,040	140,762	145,600	142,900	*Total Expenses*	161,200	145,100
1,058,180	1,202,429	946,078	1,097,756	1,121,073	*Total Budget*	1,228,827	1,132,766

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.

	FY2010	FY2011	FY2012	FY2013	FY2014
<i>EMS Operations</i>	Actual	Actual	Actual	Estimate	Estimate
ALS %	61%	61%	68%	68%	70%
ALS Transport	633	731	700	762	788
BLS %	39%	39%	32%	32%	30%
BLS Transports	400	465	350	358	337
Refusals	243	193	200	207	212
State Mandated Training	0	2	3	3	3
Total Calls	1,317	1,596	1,400	1,500	1,500
Transports	1,033	1,196	1,050	1,120	1,125
<i>Support Services</i>					
Accounting	n/a	550	600	700	700
EMS # of Calls	1,317	1,596	1,400	1,500	1,500
Information Requests	100	200	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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
497,031	598,930	680,453	636,823	619,336	Salary & Wages	661,133	661,133
85,298	127,391	114,802	129,025	138,900	Operating Expense	150,400	148,900
85,000	84,865	84,865	0	0	Capital Outlay	0	0
667,329	811,186	880,120	765,848	758,236	*Total Budget*	811,533	810,033

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
52,252	54,417	63,509	65,254	52,767	5111	EMS Coordinator	58,362	58,362
14,657	12,808	13,795	14,085	14,085	5112	Clerical	35,133	35,133
295,697	386,643	434,206	440,984	440,984	5113	Firefighters	450,938	450,938
49,286	26,494	32,453	15,000	20,000	5114	Paramedics (Per Diem)	15,000	15,000
11,692	26,016	29,110	20,000	10,000	5118	Call Firefighters	20,200	20,200
72,247	91,352	105,880	80,000	80,000	5132	Overtime	80,000	80,000
1,200	1,200	1,500	1,500	1,500	5140	Stipends	1,500	1,500
497,031	598,930	680,453	636,823	619,336		*Total Salary & Wages*	661,133	661,133
9.00	9.00	9.00	9.00	9.00		# Personnel F/T	10.00	10.00
2.00	2.00	2.00	2.00	2.00		# Personnel P/T	0.00	0.00
7.00	7.00	7.00	10.00	10.00		# Personnel On-Call	10.00	10.00
1,754	6,023	4,765	6,900	6,900	5244	Equipment Maintenance	6,900	6,900
855	2,120	1,321	1,500	1,500	5340	Cell Phones/Pagers	1,500	1,500
8,749	10,200	12,330	13,125	15,000	5410	Petro Products	18,000	18,000
208	1,281	462	500	500	5421	Office Supplies	500	500
5,678	13,688	10,361	8,000	8,000	5480	Vehicle Maintenance	12,000	12,000
1,503	4,335	3,914	5,000	5,000	5510	Train/Education/Programs	5,000	6,000
14,599	15,910	5,823	12,000	12,000	5581	Uniforms	12,000	12,000
0	0	0	4,500	4,500		Uniform Allowance	4,500	4,500
25,366	38,880	34,996	35,000	40,000	5584	Medical Supplies/Equip.	40,000	40,000
5,770	8,480	13,317	14,500	14,500	5783	Licenses and Fees	16,000	16,000
20,816	26,474	27,513	28,000	31,000	5784	Billing Contractor	31,500	31,500
85,000	84,865	84,865	0	0	5870	Capital Outlay	0	0
						Conf/Training	2,500	0
170,298	212,256	199,667	129,025	138,900		*Total Expenses*	150,400	148,900
667,329	811,186	880,120	765,848	758,236		*Total Budget*	811,533	810,033

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.

	FY2010	FY2011	FY2012	FY2013	FY2014
<i>Emergency Management</i>	Actual	Actual	Actual	Estimate	Estimate
CERT Responses	20	23	9	16	16
CERT Trainings	24	30	32	32	32
Emergency Management Meetings	10	12	27	13	10
Vehicles Maintained	1	1	1	1	1
<i>Support Services</i>					
Information Requests & Clerical Support	50	50	60	30	30

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
7,390	9,365	11,246	14,746	14,746	Salary & Wages	5,000	5,000
10,334	6,531	12,660	7,000	7,900	Operating Expense	8,100	7,600
17,724	15,896	23,906	21,746	22,646	*Total Budget*	13,100	12,600

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
7,390	9,365	11,246	9,746	9,746	5112 Clerical	0	0
0	0	0	5,000	5,000	5120 Stipend	5,000	5,000
7,390	9,365	11,246	14,746	14,746	*Total Salary & Wages*	5,000	5,000

0.25	0.25	0.25	0.25	0.25	# Personnel F/T	0.00	0.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T	1.00	1.00

502	488	477	0	0	5421 Office Supplies	0	0
0	0	20	400	400	5430 Cell Phone	600	600
0	0	8,033	1,600	2,500	5510 Training	2,500	2,000
9,832	6,043	4,130	5,000	5,000	5582 Emergency Supplies	5,000	5,000
10,334	6,531	12,660	7,000	7,900	*Total Expense*	8,100	7,600
17,724	15,896	23,906	21,746	22,646	*Total Budget*	13,100	12,600

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
0	0	0	0	0	Salary & Wages	0	0
0	73,811	138,012	201,008	191,100	Operating Expense	195,600	195,600
0	73,811	138,012	201,008	191,100	*Total Budget*	195,600	195,600

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
0	39,196	54,076	64,000	60,000	5212 PSB Utilities	60,000	60,000
0	3,705	6,982	5,600	4,600	5214 PSB Fuel	4,600	4,600
0	1,990	12,329	13,000	11,000	5231 PSB Water Sewer	11,000	11,000
0	6,781	24,753	63,908	63,000	5242 PSB Mechanical	35,000	35,000
0	0	0	0	0	5242 Maint. Contracts	28,000	28,000
0	0	735	6,500	4,500	5248 Generator Maintenance	4,500	4,500
0	17,970	34,545	35,000	35,000	5430 PSB Cleaning	35,000	35,000
0	4,169	4,592	13,000	13,000	5450 PSB Cleaning Supplies	13,000	13,000
0	0	0	0	0	N Emergency Phone Lines	4,500	4,500
0	73,811	138,012	201,008	191,100	*Total Expenses*	195,600	195,600
0	73,811	138,012	201,008	191,100	*Total Budget*	195,600	195,600

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Request FY 2014	Manager FY 2014
PUBLIC WORKS							
Administration	161,479	165,281	144,425	158,446	160,355	166,200	166,200
Engineering	78,347	92,967	185,640	339,754	325,723	257,757	257,757
Highway Division	1,246,291	1,265,121	993,274	1,108,323	1,143,215	1,141,608	1,141,608
Mechanics Division	164,423	145,436	176,959	179,627	182,564	186,975	186,975
Buildings/Grounds	699,023	641,864	650,586	743,661	711,014	734,344	769,344
Garage Division	53,489	75,125	40,527	56,500	50,500	60,650	60,650
TOTAL	2,403,052	2,385,794	2,191,411	2,586,311	2,573,371	2,547,534	2,582,534

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, Mechanics Foreman, two (2) 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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
155,409	158,965	135,664	150,996	152,505	Salary & Wages	157,650	157,650
6,070	6,316	8,761	7,450	7,850	Operating Expense	8,550	8,550
161,479	165,281	144,425	158,446	160,355	*Total Budget*	166,200	166,200

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
58,993	60,006	83,177	98,508	99,493	5110	DPW Director	104,107	104,107
46,372	48,109	0	0	0	5111	Assistant Director	0	0
50,044	50,850	52,487	52,488	53,012	5112	Clerical	53,543	53,543
155,409	158,965	135,664	150,996	152,505		*Total Salary & Wages*	157,650	157,650
3.00	3.00	2.00	2.00	2.00		# Personnel F/T	2.00	2.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00	0.00
0	602	112	300	300	5244	Radio Maintenance	300	300
462	388	621	500	625	5340	Pagers/Cell Phone	625	625
226	231	310	300	300	5343	Postage	300	300
856	1,211	808	1,800	1,500	5410	Petro Products	1,500	1,500
2,232	2,346	3,434	2,450	2,450	5421	Office Supplies	2,450	2,450
180	290	131	400	400	5422	Printing	400	400
693	117	770	500	900	5480	Vehicle Maintenance	750	750
715	925	716	600	775	5731	Association Dues	1,400	1,400
300	13	0	100	100	5732	Books & Periodicals	100	100
406	193	1,859	500	500	5733	Expense of Meetings	500	500
0	0	0	0	0	N	Safety Wear	225	225
6,070	6,316	8,761	7,450	7,850		*Total Expenses*	8,550	8,550
161,479	165,281	144,425	158,446	160,355		*Total Budget*	166,200	166,200

Engineering

The Engineering Division provides town-wide technical services for all municipal departments. These services include preparation and maintenance of street and sidewalk inventories; making recommendations to the Planning Board, 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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
29,628	30,325	140,194	141,194	127,079	Salary & Wages	135,332	135,332
48,719	62,642	45,446	198,560	198,644	Operating Expense	122,425	122,425
78,347	92,967	185,640	339,754	325,723	*Total Budget*	257,757	257,757

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
29,628	30,325	140,194	141,194	127,079	5111	Engineers	135,332	135,332
29,628	30,325	140,194	141,194	127,079		*Total Salary & Wages*	135,332	135,332
1.00	1.00	1.00	2.00	2.00		# Personnel F/T	2.00	2.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00	0.00
15,971	19,850	19,867	120,000	120,000	5299	Post Closure Monitoring	50,000	50,000
1,370	10,000	0	10,000	10,000	5303	Consulting Services	10,000	10,000
0	0	0	6,000	5,244	5306	Design Software	3,900	3,900
417	443	551	600	600	5340	Pagers/Cell Phones	600	600
88	137	132	150	500	5343	Postage	500	500
664	803	1,566	910	1,400	5410	Petro Products	1,400	1,400
810	726	42	800	800	5480	Vehicle Maintenance	1,500	1,500
2,050	2,114	2,924	2,700	2,700	5582	Equip/Supplies	2,700	2,700
22	0	2	100	100	5710	Car Allowance/Mileage	100	100
510	0	297	500	500	5731	Association Dues	500	500
592	0	65	800	800	5733	Expense of Meetings	800	800
0	25,450	20,000	56,000	56,000	5732	Storm Water NPDES Permit	40,000	40,000
26,225	3,119	0	0	0	5734	Princeton St. Bridge	0	0
0	0	0	0	0		N GIS	10,000	10,000
0	0	0	0	0		N Safety Wear	425	425
48,719	62,642	45,446	198,560	198,644		*Total Expenses*	122,425	122,425
78,347	92,967	185,640	339,754	325,723		*Total Budget*	257,757	257,757

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 and plow our public ways together with providing high levels of efficient equipment repair/maintenance that allows the DPW to execute this task. We also plow and salt town-owned public buildings/facilities, 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.

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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
482,866	403,265	458,228	483,284	490,345	Salary & Wages	498,038	498,038
226,123	302,329	277,704	300,039	302,870	Operating Expense	318,570	318,570
370,497	359,534	257,342	325,000	350,000	Snow Removal	325,000	325,000
166,805	199,993	0	0	0	Capital Outlay	0	0
1,246,291	1,265,121	993,274	1,108,323	1,143,215	*Total Budget*	1,141,608	1,141,608

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
101,489	37,281	75,751	78,800	79,552	5111	Supervisor	82,714	82,714
353,399	333,338	348,243	358,418	363,103	5116	Labor	373,934	373,934
5,340	5,120	4,000	9,900	9,900	5118	Seasonal Labor	9,900	9,900
9,423	9,459	14,066	20,000	20,000	5132	Overtime	20,000	20,000
2,792	5,516	5,880	5,000	5,000	5140	Police Details	5,000	5,000
347	801	212	1,090	1,090	5142	Out of Class	1,090	1,090
10,076	11,750	10,076	10,076	11,700	5143	Incentive Pay/Bonus	5,400	5,400
482,866	403,265	458,228	483,284	490,345		*Total Salary & Wages*	498,038	498,038
9.00	9.00	9.00	9.00	9.00		# Personnel F/T	9.00	9.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00	0.00
1.00	1.00	1.00	1.00	1.00		# Personnel Seasonal	1.00	1.00
88,000	108,000	108,000	108,500	108,500	5211	Light Power/Street Lights	108,500	108,500
0	2,000	1,803	2,000	2,000	5271	Leased Equipment	8,000	8,000
3,790	3,012	3,989	3,500	3,500	5340	Pagers/Cell Phones	3,500	3,500
9,036	10,111	14,640	13,300	13,300	5410	Petro Products	14,000	14,000
12,165	15,775	24,158	20,625	21,000	5411	Diesel Fuel	21,750	21,750
61,470	84,032	68,909	70,000	70,000	5480	Vehicle Maintenance	70,000	70,000
5,373	6,565	5,606	7,000	7,000	5531	Stock	7,000	7,000
1,089	1,051	1,087	1,200	1,300	5532	Tools	1,300	1,300
10,324	9,597	10,450	12,000	14,000	5537	Miscellaneous Drainage	20,000	20,000
19,776	36,269	19,790	37,000	37,000	5538	Road/Patch	37,000	37,000
4,429	6,196	6,349	6,750	6,750	5541	Street Sweeper	6,000	6,000
5,251	4,422	5,150	7,444	7,800	5581	Uniforms	6,250	6,250
0	0	0	0	0		N Safety Wear	4,550	4,550
465	870	485	720	720	5783	Licenses	720	720
0	0	0	0	0	5788	Line Painting	0	0
4,955	9,579	7,288	10,000	10,000	5789	Signs	10,000	10,000
166,805	199,993	0	0	0	5810	C Resurfacing/Sealing	0	0
370,497	359,534	257,342	325,000	350,000	5890	Snow Removal	325,000	325,000
0	4,850	0	0	0	5813	Newell Rd. Culvert	0	0
763,425	861,856	535,046	625,039	652,870		*Total Expenses*	643,570	643,570
1,246,291	1,265,121	993,274	1,108,323	1,143,215		*Total Budget*	1,141,608	1,141,608

Mechanics Division

The Mechanics Division was formerly the Equipment Repair and Maintenance group within the Highway Division. In 2012, the mechanics were officially removed from the Highway Division, and the Mechanics Division was created. This was done to clarify the lines of command and control of the division. This division now reports directly to the Supervisor of Operations, rather than to the Highway Division Foreman.

The Mechanics Division maintains a town wide equipment inventory and provides scheduled, routine, specialized and emergency mechanical services for over one hundred and twenty (120) pieces of Town-owned heavy equipment, vehicles and construction-related equipment (except for the public schools). The ownership of these pieces of equipment is distributed as follows: DPW (70), Police/Fire Department (30) and other departments (20). This group also services 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.

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

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
149,179	127,624	159,726	161,964	164,164	Salary & Wages	168,045	168,045
15,244	17,812	17,233	17,663	18,400	Operating Expense	18,930	18,930
164,423	145,436	176,959	179,627	182,564	*Total Budget*	186,975	186,975
40,000	20,000	17,000	17,000	17,000	Indirects Included:		
35,000	35,000	43,000	40,000	40,000	HMLD Charge	17,000	17,000
75,000	55,000	60,000	57,000	57,000	Water Sewer Enterprise	40,000	40,000
					Indirects	57,000	57,000

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
147,386	126,820	158,936	159,120	161,320	5116	Equipment Mechanics	163,825	163,825
289	324	306	1,307	1,307	5132	Overtime	1,320	1,320
1,504	480	484	1,537	1,537	5142	Working Out of Class	200	200
0	0	0	0	0	5143	Incentive Plan	2,700	2,700
149,179	127,624	159,726	161,964	164,164		*Total Salary & Wages*	168,045	168,045
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00	3.00
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00	0.00
1,003	1,119	1,106	1,200	1,100	5340	Pagers/Cell Phones	1,100	1,100
2,264	2,009	3,689	3,363	3,500	5410	Petro Products	1,500	1,500
0	0	0	0	0		N Diesel	2,100	2,100
1,703	4,082	2,486	2,500	2,500	5480	Vehicle Maintenance	2,500	2,500
7,449	7,814	7,138	7,500	7,500	5532	Mechanic Tools	7,500	7,500
2,825	2,458	2,509	2,700	3,400	5581	Uniforms	2,250	2,250
0	0	0	0	0		N Safety Wear	1,580	1,580
0	330	305	400	400	5783	Licenses	400	400
15,244	17,812	17,233	17,663	18,400		*Total Expenses*	18,930	18,930
164,423	145,436	176,959	179,627	182,564		*Total Budget*	186,975	186,975

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 2012, we had nineteen (19) cremation burials and twenty-one (21) full burials.

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
367,978	385,339	394,448	443,622	414,045	Salary & Wages	409,519	444,519
331,045	256,525	256,138	300,039	296,969	Operating Expense	324,825	324,825
699,023	641,864	650,586	743,661	711,014	*Total Budget*	734,344	769,344
15,000	20,000	25,000	25,000	25,000	Indirects Included:		
15,000	20,000	25,000	25,000	25,000	4271 Recreation charges	25,000	25,000
					Indirects	25,000	25,000

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
328,332	342,403	352,624	351,338	355,911	5116	Labor	362,585	362,585
0	0	0	50,000	15,000		PT Temp Facility Manager	0	35,000
22,484	21,825	18,682	20,410	20,410	5118	Seasonal Labor	20,610	20,610
15,944	19,672	21,420	20,000	20,000	5132	Overtime	20,000	20,000
357	291	572	724	724	5142	Out of Class	724	724
861	1,148	1,150	1,150	2,000	5143	Incentive Plan	5,600	5,600
367,978	385,339	394,448	443,622	414,045		*Total Salary & Wages*	409,519	444,519
8.00	8.00	8.00	8.00	8.00		# Personnel F/T	8.00	8.00
3.00	3.00	3.00	3.00	3.00		# Seasonal	3.00	3.00
32,847	28,069	30,712	40,000	40,000	5212	Utilities	40,000	40,000
27,564	31,593	31,869	49,500	49,500	5214	Fuel	49,500	49,500
10,947	18,262	17,663	30,600	30,600	5231	Water & Sewer	30,600	30,600
3,275	5,028	3,405	4,500	4,500	5242	Equipment Repair	4,500	4,500
13,759	14,072	14,781	15,000	10,000	5247	Elevator Maintenance	10,000	10,000
12,922	10,321	12,395	12,000	12,500	5249	Alarm Monitor	12,000	12,000
3,601	3,203	2,998	3,250	3,250	5340	Pagers/Cell Phone	3,100	3,100
38,842	40,699	38,010	25,000	25,000	5341	Telephone	25,200	25,200
15,838	19,120	21,826	24,344	24,344	5410	Petro Products	12,250	12,250
0	0	0	0	0		N Diesel Fuel	12,100	12,100
526	527	434	525	525	5421	Office Supplies	525	525
17,374	15,235	21,469	30,000	30,000	5430	Building Maintenance	42,000	42,000
12,182	12,124	12,614	12,500	12,500	5450	Building Supplies	12,500	12,500
14,196	16,986	15,787	17,000	17,000	5460	Parks Maintenance	22,000	22,000
4,819	5,507	6,844	6,000	6,000	5462	Grave Maintenance	14,000	14,000
13,746	23,669	17,054	21,000	21,000	5480	Vehicle Maintenance	21,000	21,000
1,836	1,909	2,032	2,500	2,500	5532	Tools	3,500	3,500
3,999	3,881	4,775	5,250	6,500	5581	Uniforms	4,050	4,050
0	0	0	0	0		N Safety Wear	4,250	4,250
0	75	75	350	350	5731	Association Dues	350	350
405	75	1,395	720	900	5783	Licenses	1,400	1,400
33,000	6,170	0	0	0		Hazardous Waste Facility	0	0
69,367	0	0	0	0	5781	Reserve Fund (Building Renov)	0	0
331,045	256,525	256,138	300,039	296,969		*Total Expenses*	324,825	324,825
699,023	641,864	650,586	743,661	711,014		*Total Budget*	734,344	769,344

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
53,489	75,125	40,527	56,500	50,500	Operating Expense	60,650	60,650
53,489	75,125	40,527	56,500	50,500	*Total Budget*	60,650	60,650

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
11,240	11,085	11,249	11,500	11,500	5212 Utilities	11,500	11,500
22,102	22,384	12,196	22,000	16,000	5214 Fuel / Natural Gas	16,000	16,000
900	1,209	1,696	1,500	1,500	5231 Water & Sewer	1,650	1,650
1,174	1,439	2,535	1,500	1,500	5342 Radio Lines	1,500	1,500
18,073	39,008	12,851	20,000	20,000	5430 Building Maintenance	30,000	30,000
53,489	75,125	40,527	56,500	50,500	*Total Expenses*	60,650	60,650
53,489	75,125	40,527	56,500	50,500	*Total Budget*	60,650	60,650

TOWN OF HOLDEN

FY 2014 BUDGET

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Request FY 2014	Manager FY 2014
OTHER FUNDS							
Water/Sewer Enterprise Fund	4,803,759	5,078,071	5,352,496	6,071,805	6,053,837	6,308,298	6,300,798
Water/Sewer Stabilization Fund	279,526	222,467	193,836	103,904	103,904	103,904	103,904
DPW Depreciation Fund	234,085	250,792	282,962	349,729	349,729	399,729	399,729
Recreation Revolving Fund	375,461	306,928	306,384	370,981	346,744	376,385	401,685
Before/After School Revolving Fund	256,989	275,505	287,650	304,356	313,563	326,609	326,609
Cable Revolving Fund	178,783	171,555	182,033	274,846	267,808	313,034	313,034
Solid Waste Revolving Fund	959,668	1,011,182	1,049,878	1,168,725	1,142,685	1,152,543	1,152,543
Inspection Revolving Fund	203,893	208,669	200,985	209,882	198,254	223,770	223,770
Fire Vehicle Stabilization Fund	105,848	195,904	203,030	155,615	155,615	155,615	205,615
General Stabilization Fund	0	0	302,252	677,398	677,398	1,251,380	1,251,380
Infrastructure Investment Fund	1,894,095	1,775,392	1,672,280	1,540,386	1,540,386	1,411,951	1,411,951
TOTAL	9,292,107	9,496,465	10,033,786	11,227,627	11,149,923	12,023,218	12,091,018

WATER & SEWER ENTERPRISE FUND**MISSION STATEMENT**

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

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

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

Administration

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

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

WATER & SEWER ENTERPRISE FUND

In 2012, the recommendations and Water & Sewer Rate Model of the 2011 Water and Sewer Financial Plan and Rate Analysis were used to confirm water rates and modify sewer rates in August of 2012. The study performed by CDM-Smith includes a 5-year comprehensive water and sewer financial plan and rate analysis 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 rate model was used to determine the rate revenues for FY2013 and to estimate the rate revenues for the FY2014 budget. The study findings and recommendations are used to aid in accounting for all operations, fixed costs, annual operations and maintenance, debt service, equipment replacement and planned capital improvements.

In early 2012 in conjunction with a recommendation from the Water & Sewer Advisory Board, the Division prepared a study of the Town's Water & Sewer Connection Fees. Both the water and sewer connection fee schedules were revised, presented to, and approved by the Water & Sewer Advisory Board and the Board of Selectmen, acting as the Water & Sewer Commissioners.

Engineering

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

Water Distribution

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

Water Supply

The Division provides reliable, clean and healthy water that meets or exceeds all state and federal regulations for each of our valued customers. High quality water is achieved from our town-owned and purchased water sources by providing high levels of maintenance and operations at each of our treatment and pumping facilities. In 2012, a total of approximately 483 million gallons of water was produced and/or purchased (seventy-eight (78) percent produced and twenty-two (22) percent purchased), all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

Sewer Collection Systems

There are approximately seventy-eight (78) miles of sanitary sewer mains through the Town of Holden, consisting of gravity and force mains, and the Rutland-Holden Trunk and Relief Sewers (RHTRS). The sewer collection systems consist of various size pipelines constructed of materials such as PVC, asbestos concrete, and concrete, and twenty-five (25) sewer pumping stations that are operated and maintained twenty-four hours a day, seven days a week. Our sewer collection system operations includes routine cleaning, pumping and scheduled preventive maintenance. Our staff also documents operating records for each of our stations on a daily basis.

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

The Town of Holden does not treat its own sewage. All wastewater is transported through the Massachusetts Department of Conservation and Recreation (DCR) RHTRS into the City of Worcester, measured via the Parker Avenue sewer flow meter and the DCR Station C Meter, and eventually discharged to the Upper Blackstone Water Pollution Abatement District (UBWPAD) treatment facility located in Millbury, Massachusetts. The Town of Holden makes annual payments to DCR for the use of the RHTRS, the City of Worcester for the use of their sewer collection system, and the UBWPAD for the final treatment of the Town's wastewater. The sum of these payments constitutes the majority of the Town's fixed-expense line items in the sewer budget. In 2012, a total of 419 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 the goal of providing outstanding water and sewer services to all water and sewer customers. To support this goal, water services and meters are installed and serviced for all customers, with a sufficient inventory of spare parts to accommodate the most common emergency-related repairs.

Billing

The Holden Municipal Light Department (HMLD) provides billing services for the Water & Sewer Division using remote mobile devices to read, manage, and perform water meter readings each month to produce the monthly water and sewer bills. There are also twenty-four (24) meters that are manually read each month by the Water & Sewer Division. Over 70,000 water and sewer bills (and payment receipts) are processed each year by the HMLD. To provide cost-savings and efficiencies, the monthly billing function has been integrated into one comprehensive utility bill to include water, sewer, electric, and trash collection. There are presently 5,932 water customer accounts and 4,515 sewer customer accounts. In 2012, a volume of 254,794,236 gallons of sewage was billed and a volume of 369,355,060 gallons of water was billed. Water and sewer billings increased from last year by 1.5% and 1.8%, 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 services to Holden's residents, businesses, and visitors under the most challenging conditions, twenty-four hours a day, seven days a week.

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
512,296	524,562	493,339	532,502	527,559	Salary & Wages	537,604	537,604
4,291,463	4,553,509	4,859,157	5,539,303	5,526,278	Operating Expense	5,770,694	5,763,194
4,803,759	5,078,071	5,352,496	6,071,805	6,053,837	Total Budget	6,308,298	6,300,798

FINANCING PLAN									
4,016,450	4,491,176	5,087,295	5,347,174	5,347,174	4210	Water Rates	5,347,174	5,347,174	
0	0	0	0	0		Water Rate Increase	30,000	30,000	
0	0	0	0	0		Sewer Rate Increase	30,000	30,000	
29,951	17,859	16,137	10,000	10,000	4212	Water Miscellaneous	10,000	10,000	
69,375	62,450	73,350	54,000	262,000	4221	Water Connections	54,000	54,000	
147,349	171,760	176,637	186,896	186,896	4222	Tower Rental	191,004	191,004	
0	0	0	46,000	46,000	4223	Sprinkler Charges	46,000	46,000	
798	990	1,344	900	900	4227	Septage UBWPAD	900	900	
0	867	0	0	0	4280	Interest	221	221	
2,683	3,308	2,141	534	534	4320	Water Liens	2,125	2,125	
67,939	72,723	62,146	50,000	400,000	4321	Sewer Inspections/Fees	50,000	50,000	
50,490	12,870	0	105,000	275,680	4750	Inflow & Infiltration	0	0	
376,385	349,480	355,915	279,374	279,374	4751	Sewer Project Assessments	273,526	273,526	
20,419	0	0	0	0	4595	Dec. '08 FEMA	0	0	
24,399	1,517	27,737	0	0	4695	Dec. '08 MEMA	0	0	
0	45,000	0	0	0		Transfer from Gen'l Fund Free Cash	0	0	
1,328	0	7,669	0	0		Water Conservation Grant Surplus	0	0	
1,774	2,304	19,082	0	0		Prior Year Unspent Encumbrances	0	0	
						Retained Earnings Appropriated	292,665	292,665	
4,809,340	5,232,304	5,829,453	6,079,878	6,808,558		TOTAL REVENUE	6,327,615	6,327,615	
4,803,759	5,078,071	5,352,496	6,071,805	6,053,837		TOTAL EXPEND.	6,308,298	6,300,798	
-50,581	-45,000	109,233	586,190	594,263		PRIOR YEAR DEFICIT	1,348,984	1,348,984	
-45,000	109,233	586,190	594,263	1,348,984		BALANCE	1,368,301	1,375,801	

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
0	0	62,709	79,453	80,223	5110	Superintendent	84,256	84,256
39,664	40,814	0	0	0	5110	Director	0	0
28,559	31,160	0	0	0	5111	Engineer	0	0
29,277	30,968	33,215	34,398	34,744	5112	Clerical	36,285	36,285
31,800	32,722	0	0	0	5113	Assistant Director	0	0
302,382	309,093	318,766	317,701	320,842	5116	Labor	325,313	325,313
45,121	46,942	50,580	53,750	53,750	5131	Standby	53,750	53,750
30,052	23,861	19,407	25,000	25,000	5132	Overtime	25,000	25,000
3,216	5,763	5,180	10,000	7,500	5140	Police Detail	7,500	7,500
551	714	482	1,000	1,000	5142	Work/Out of Class	1,000	1,000
1,674	2,525	3,000	4,700	4,500	5143	Incentive Plan	4,500	4,500
0	0	0	6,500	0	5150	Wage Adjustment	0	0
512,296	524,562	493,339	532,502	527,559		*Total Salary & Wages*	537,604	537,604
9.50	9.50	6.50	6.50	6.50		# Personnel F/T	6.50	6.50
0.00	0.00	0.00	0.00	0.00		# Personnel P/T	0.00	0.00
6,020	6,155	5,546	5,400	5,400	5173	Medicare	6,550	6,550
335	335	346	350	350	5174	Life Insurance	380	380
65,802	84,420	84,998	65,000	65,000	5175	Health Insurance	68,000	68,000
47,826	58,506	67,049	64,185	64,185	5177	Retirement	72,000	72,000
211,467	164,398	190,714	220,000	220,000	5211	Light and Power	220,000	220,000
3,534	5,227	4,478	8,000	8,000	5214	Fuel	6,210	6,210
56,862	78,684	92,107	0	0	5246	Pump Station (Maint)	0	0
0	0	0	52,500	35,000	5246	Pump Station Water	30,000	30,000
0	0	0	52,500	35,000	5247	Pump Station Sewer	30,000	30,000
0	0	0	15,000	15,000	5248	Generator Maintenance	15,000	15,000
0	0	0	20,700	50,000	5249	Sewer Incremental O&M	30,000	30,000
0	0	0	0	0		N Water Incremental O&M	30,000	30,000
3,351	408	6,778	16,000	16,000	5291	Hydrant Replacement	16,640	16,640
0	0	0	0	0	5300	Legal	15,000	15,000
1,000	28,800	1,393	15,000	20,000	5303	Consulting Service	15,000	15,000
0	0	75	700	1,000	5304	Physicals	1,000	1,000
0	894	3,567	4,119	4,119	5316	SDWA Assessment	4,000	4,000
1,194,133	1,262,902	1,371,919	1,235,374	1,235,374	5317	DCR Disposal	1,240,000	1,240,000
489,798	532,244	617,544	658,332	658,332	5318	UBWPAD Assessment	702,212	702,212
127,633	76,593	95,000	100,000	100,000	5319	MWRA Maintenance	165,000	165,000
0	25,000	20,000	26,000	26,000	5320	West Boylston Maintenance	26,000	26,000

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
3,530	3,182	3,493	3,750	3,500	5340 Pagers/Cell Phones	3,500	3,500
21,970	23,081	23,573	23,500	23,500	5342 Radio Lines	23,500	23,500
377,777	568,958	440,503	616,334	616,334	5381 Worcester Water	647,151	647,151
24,982	26,278	26,937	36,375	30,000	5410 Petro Products	21,000	21,000
0	0	0	0	0	N Diesel Fuel	14,250	14,250
7,265	8,288	4,279	3,500	3,000	5421 Office Supplies	3,500	3,500
4,016	2,530	6,355	4,500	4,500	5430 Building Operations	4,500	4,500
0	0	0	35,000	35,000	5440 Property Maintenance	15,000	15,000
24,166	20,927	17,019	20,000	20,000	5480 Vehicle Maintenance	20,000	20,000
27,361	26,102	26,896	35,000	35,000	5531 Stock	36,400	36,400
1,561	1,174	2,409	4,000	3,000	5532 Tools	3,000	3,000
107,048	66,014	92,664	110,000	104,000	5535 Chemicals	110,000	110,000
4,819	14,598	4,109	4,000	5,500	5538 Misc Patch	5,500	5,500
5,732	17,736	24,582	25,000	25,000	5539 New Meters/Repairs	25,000	25,000
44,903	44,903	44,903	45,000	45,000	5580 Billing Expenses	45,000	45,000
3,192	2,814	2,947	5,673	5,673	5581 Uniforms	4,623	4,623
0	0	0	0	0	N Safety Wear	4,025	4,025
21,646	22,524	22,283	26,047	26,047	5741 Insurance	26,047	26,047
0	0	0	28,354	28,354	5782 OPEB	28,354	28,354
2,793	2,322	4,853	5,200	5,200	5783 Licenses	5,200	5,200
0	0	0	85,000	85,000	5784 W&S Rate Reserve	0	0
0	0	0	85,000	85,000	5786 O&M Reserve	0	0
1,251,191	1,270,511	1,340,676	1,319,160	1,319,160	5910 Debt Service	1,217,237	1,217,237
0	0	0	5,000	5,000	5961 Indirect Manager	5,000	5,000
8,750	8,750	10,750	12,750	12,750	5961 Indirect Collections	12,750	12,750
0	0	5,000	7,000	7,000	5961 Indirect Accounting	7,000	7,000
35,000	35,000	42,000	40,000	40,000	Mechanics	40,000	40,000
6,000	6,000	9,000	10,000	10,000	Data Processing	10,000	10,000
0	0	91,837	385,000	385,000	Capital Outlay	497,500	490,000
0	0	0	0	0	N Emergency Reserve	242,665	242,665
0	7,251	575	0	0	Payback General Fund Int.	0	0
50,000	50,000	50,000	0	0	Payback General Fund	0	0
50,000	0	0	0	0	A W/S Depreciation Fund	0	0
4,291,463	4,553,509	4,859,157	5,539,303	5,526,278	*Total Expenses*	5,770,694	5,763,194
4,803,759	5,078,071	5,352,496	6,071,805	6,053,837	*Total Budget*	6,308,298	6,300,798

<i>Financing</i>	FY 10 Approved	FY 11 Approved	FY 12 Approved	FY 13 Approved	FY 14 Town Manager Recommend
Opening Balance	0	279,526	222,467	193,836	103,904
MBTE Settlement	252,595	18,930	0		
Interest Earnings	1,931	4,011	1,281	119	
Fair Market Value Adjustment			88	-51	
Appropriation	50,000	0	0	0	
Sub Total	304,526	302,467	223,836	193,904	103,904
<i>Expenditures</i>					
O&M Well Facilities - Redevelopment of Wells	25,000	0			
I & I Study	0	50,000			
Vacuum Truck Reimbursement to DPW Stabilization Fund (\$150,000 over 5 years) FY13 pay off	0	30,000	30,000	90,000	
TOTALS	25,000	80,000	30,000	90,000	0
Net Fund Balance	279,526	222,467	193,836	103,904	103,904

Financing	FY 10	FY 11	FY12	FY13	FY14	FY14
	Approved	Approved	Approved	Approved	Request	Town Manager
Opening Balance	508,300	234,085	250,792	282,962	349,729	349,729
Transfer from W/S Stabilization Fund (3/5 pmts)	0	30,000	30,000	90,000		
Transfer from Free Cash					50,000	50,000
Previous Interest Earnings	13,868					
Interest Earnings	4,376	4,900	2,041	110		
Fair Market Value Adjustment			129	7		
Unspent Balance Returned	13,733					
Appropriation	100,000	200,000	19,192	0	49,200	49,200
Sub Total	640,277	468,984	302,154	373,079	448,929	448,929
Expenditures						
Public Works Highway						
DPW Foreman Truck #10	42,000	0				
DPW Operations Truck #48	0	11,000				
DP #12 4X4 Dump & Spreader	0	35,000				
Vacuum Truck (full first of 5 yr lease pmt.)	325,000	0				
DP#44 Trackless Snow Plow 2 yr Lease	0	135,000				
Public Works Buildings/Grounds						
Tractor w/ Boom Flail Mower (2nd of 5-yr lease)	19,192	19,192	19,192	19,150		
Debt Service on Dump with Plow/Spreader	20,000	0		4,200	49,200	49,200
Replace Tractor Mower	0	18,000				
TOTALS	406,192	218,192	19,192	23,350	49,200	49,200
Net Fund Balance	234,085	250,792	282,962	349,729	399,729	399,729

RECREATION REVOLVING FUND

RECREATION DEPARTMENT

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

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

Recreation Department	CY 2010	CY 2011	CY 2012	CY 2013
	Actual	Actual	Actual	Estimate
Before/After School Participants	230/day	230/day	248/day	250/day
All Day Summer Participants	506	515	580	585
Summer Classes Participants	1,304	1,253	1,185	1,247
Pool Memberships – Residents	1,351	1,421	1,320	1,364
Pool Memberships – Non-Resident	407	407	406	400
Pool Daily Attendance	51,027	44,330	45,718	47,025
Adult Classes	627	639	*467	*470
*adult classes went from 5, 6-week sessions to 4, 8-week sessions				

DEPARTMENT Recreation	
DEPARTMENT HEAD Denise Morano	PREPARED BY Denise Morano

NOTES

MAXIMUM APPROPRIATION FOR FY 2014 IS \$629,106

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
200,111	179,696	196,601	226,181	211,444	Salary & Wages	202,985	202,985
175,350	127,232	109,783	144,800	135,300	Operating Expense	173,400	198,700
375,461	306,928	306,384	370,981	346,744	Total Budget	376,385	401,685

FINANCING PLAN

382,845	347,680	432,700	364,238	312,052	Program Fee/Passes	321,414	321,414
23,403	17,945	20,363	21,000	21,000	Snack Bar	21,000	21,000
660,943	480,877	423,521	595,110	595,110	Previous Balance	456,418	456,418
1,067,191	846,502	876,584	980,348	928,162	Total Revenue	798,832	798,832
0	0	49,910	0	0	Close PY Encumbrances	0	0
210,853	116,053	25,000	125,000	125,000	Transfer to IIF	25,000	119,449
375,461	306,928	306,384	370,981	346,744	Less Expenditures	376,385	401,685
480,877	423,521	595,110	484,367	456,418	Balance	397,447	277,698

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
69,769	71,165	73,315	73,315	74,048	5110	Recreation Director	74,788	74,788
0	0	9,568	9,557	11,486	5111	Recreation Leader	5,988	5,988
13,767	0	1,198	8,104	10,610	5112	Clerical	4,980	4,980
15,000	20,000	25,000	25,000	25,000	5116	Labor	25,000	25,000
85,405	68,081	66,829	84,205	64,300	5125	Seasonal Staff	66,229	66,229
16,170	20,450	20,691	26,000	26,000	5140	Independent Contractors	26,000	26,000
200,111	179,696	196,601	226,181	211,444		*Total Salary & Wages*	202,985	202,985
2.00	2.00	2.00	2.00	2.00		# Personnel F/T	2.00	2.00
2.00	2.00	0.00	0.00	0.00		# Personnel P/T	0.00	0.00
43.00	45.00	45.00	45.00	45.00		# Personnel Seasonal	45.00	45.00
0	865	671	1,050	1,050	5171	Workers Comp Ins	2,300	2,300
5,132	5,806	6,358	6,500	6,500	5175	Health Insurance	6,000	6,000
11,735	8,652	9,806	11,150	11,150	5177	Regional Retirement	12,500	12,500
13,893	10,309	6,627	10,000	10,000	5212	Utilities	10,500	14,820
2,500	2,500	1,300	1,300	1,300	5216	Accounting Reimb	1,300	1,300
0	0	5,800	5,800	5,800	5219	Treas/Coll Reimbursement	5,800	5,800
27,874	37,430	15,450	22,000	22,000	5231	Water/Sewer Reimbursement	23,500	24,480
185	469	135	500	500	5421	Office Supplies	500	500
79	0	0	100	100	5422	Printing	100	100
11,784	10,494	16,353	25,000	25,000	5430	Holden Pool Maintenance	25,000	25,000
8,423	8,658	7,384	10,000	10,000	5510	Snack Bar Expense	10,000	10,000
522	551	593	550	550	5511	Committee Expense	600	600
0	2,007	7,972	12,500	3,000	5580	On Line Services	3,500	3,500
654	400	472	800	800	5581	Uniforms	800	800
7,553	3,451	1,753	12,000	12,000	5582	Program Supplies	10,000	10,000
0	3,640	3,785	4,550	4,550	5741	Property/Liability Ins	5,000	5,000
85,016	32,000	25,324	21,000	21,000	5830	Capital Outlay	56,000	76,000
175,350	127,232	109,783	144,800	135,300		*Total Expenses*	173,400	198,700
375,461	306,928	306,384	370,981	346,744		*Total Budget*	376,385	401,685

BEFORE/AFTER SCHOOL REVOLVING FUND

BEFORE/AFTER SCHOOL REVOLVING FUND

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

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
32,256	34,202	30,948	28,672	26,743	5111	Recreation Leader	33,932	33,932
13,767	0	0	24,311	22,134	5112	Clerical	28,217	28,217
127,550	150,768	155,910	129,188	149,031	5125	B/A School Staff	147,652	147,652
173,573	184,970	186,858	182,171	197,908		*Total Salary & Wages*	209,801	209,801
0.00	1.00	1.00	1.00	1.00		# Personnel F/T	1.00	1.00
21.00	26.00	27.00	27.00	27.00		# Personnel P/T	27.00	27.00
8.00	8.00	8.00	8.00	8.00		# Personnel Seasonal	8.00	8.00

0	433	336 0	525	525	5171	Workers Comp Insurance	550	550
4,850	4,535	4,832	6,100	6,100	5173	Medicare	6,400	6,400
38	38	38	40	40	5174	Life Insurance	38	38
17,803	18,467	20,221	20,000	18,490	5175	Health Insurance	17,000	17,000
4,790	9,089	10,215	11,615	11,615	5177	Regional Retirement	13,000	13,000
5,300	8,986	11,668	13,000	13,000	5212	Utilities	13,500	16,580
7,500	7,500	7,500	7,500	7,500	5219	Treas/Coll Reimbursement	7,500	7,500
0	0	1,600	1,600	1,600	5216	Accting Reimbursement	1,600	1,600
15,523	10,491	14,000	16,000	16,000	5231	Water/Sewer Reimburse	17,500	17,920
0	0	2,890	12,500	8,000	5303	On Line Services	8,500	8,500
0	0	340	350	350	5340	Cell Phone	350	350
132	132	220	220	220	5343	Postage	220	220
540	722	819	875	875	5410	Petro	900	900
3,570	3,172	2,579	3,650	3,500	5421	Office Supplies	3,000	2,000
2,199	2,016	1,650	2,500	2,000	5422	Printing	2,000	2,000
8,382	6,621	7,428	8,000	8,000	5430	Holden Pool Maint	8,000	8,000
11,469	14,145	11,532	13,000	13,000	5510	Program Supplies	13,000	10,500
573	500	443	500	500	5581	Summer Uniforms	500	500
282	293	303	400	400	5711	Mileage Reimbursement	400	400
210	285	285	250	250	5731	Dues	250	250
255	0	0	400	100	5733	Expense of Meetings	100	100
0	1,820	1,893	2,300	2,300	5741	Property/Liability Insurance	2,500	2,500
0	1,290	0	860	1,290	5783	After School Licenses	0	0
83,416	90,535	100,792	122,185	115,655		*Total Expenses*	116,808	116,808
256,989	275,505	287,650	304,356	313,563		*Total Budget*	326,609	326,609

FINANCING PLAN									
142	123	148	150	150	4280	53D Monthly Interest	150	150	
263,803	275,744	287,625	303,086	313,086	4320	Program Fees & Passes	316,857	316,857	
263,945	275,867	287,773	303,236	313,236		Total Revenue	317,007	317,007	
256,989	275,505	287,650	304,356	313,563		Less Expenditures	326,609	326,609	
6,956	362	123	-1,120	-327			-9,602	-9,602	
2,530	9,486	9,848	9,971	9,971		Previous Balance	9,644	9,644	
9,486	9,848	9,971	8,851	9,644		Balance	42	42	

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 Jacquelyn M. Kelly	PREPARED BY Jay Brunetta	

NOTES MAXIMUM APPROPRIATION FOR FY 2014 IS \$314,553
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Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
75,532	79,386	77,974	86,861	79,823	Salary & Wages	96,471	96,471
103,251	92,169	104,059	187,985	187,985	Operating Expense	216,563	216,563
178,783	171,555	182,033	274,846	267,808	Total Budget	313,034	313,034

FINANCING PLAN							
261,190	233,604	240,623	200,000	225,000	Charter Access Grant	225,000	225,000
256,656	339,063	401,703	461,519	461,519	Previous Balance	418,711	418,711
0	591	1,226	0	0	PY Encumbrances Closed	0	0
517,846	573,258	643,552	661,519	686,519	Total Revenue	643,711	643,711
178,783	171,555	182,033	274,846	267,808	Less Expenditures	313,034	313,034
339,063	401,703	461,519	386,673	418,711	Ending Balance	330,677	330,677

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
60,431	63,947	61,751	55,980	56,540	5110	Public Access Coord.	59,392	59,392
15,101	15,439	16,223	15,381	15,533	5119	Public Access Ass't PT	16,299	16,299
0	0	0	15,500	7,750	5119	Public Access Ass't PT	15,780	15,780
0	0	0	0	0	N	Seasonal/Temp	5,000	5,000
75,532	79,386	77,974	86,861	79,823		*Total Salary & Wages*	96,471	96,471
1.00	1.00	1.00	1.00	1.00		# Personnel F/T	1.00	1.00
1.00	1.00	1.00	2.00	2.00		# Personnel P/T	2.00	2.00
						#Seasonal/Temp	1.00	1.00
0	216	168	275	275	5171	Workers Comp Ins.	275	275
1,082	1,146	1,095	1,300	1,300	5173	Medicare	1,300	1,300
0	0	31	100	100	5174	Life Insurance	38	38
0	0	4,967	9,900	9,900	5175	Health Insurance	13,200	13,200
7,025	7,516	8,785	8,130	8,130	5177	Regional Retirement	9,050	9,050
14,579	15,425	15,739	16,000	16,000	5212	Utilities	4,000	4,000
					5216 N	Accounting Reimb	1,600	1,600
					5219 N	Treas/Coll Reimb	1,000	1,000
1,765	1,389	2,536	10,000	10,000	5242	Equipment Maint	10,000	10,000
			6,000	6,000	5243	Network Support	10,200	10,200
26,139	26,725	27,260	28,000	28,000	5271	Studio Rental	29,000	29,000
					5272 N	Studio Rental Expenses	2,000	2,000
					5273 N	Studio Cleaning	4,500	4,500
23	89	61	250	250	5343	Postage	250	250
8,279	3,431	5,095	5,000	5,000	5421	Office Supplies	5,000	5,000
33	300	0	400	400	5422	Printing	400	400
					5423 N	Office Equipment	2,000	2,000
52	200	22	200	200	5711	Mileage Reimbursement	200	200
865	810	625	1,000	1,000	5731	Association Dues	1,000	1,000
8	131	0	300	300	5733	Expense of Meetings	300	300
0	910	946	1,130	1,130	5741	Property/Liability Ins.	1,250	1,250
43,401	33,881	36,729	100,000	100,000	5830	Equipment Purchase	120,000	120,000
103,251	92,169	104,059	187,985	187,985		*Total Expense*	216,563	216,563
178,783	171,555	182,033	274,846	267,808		*Total Budget*	313,034	313,034

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 5875 residential units out of the 6575 residential units throughout the town. Currently, 5440 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 \$17.25 for Plan A (65gal. trash/95 gal. recycling) or \$12.00 for Plan B (35gal. trash/35 gal. recycling). There are 5020 residences subscribing to Plan A, and there are 420 residences on Plan B. Residents who might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase blue 35 gallon overflow trash bags for \$1.25 per bag. Large burnable bulk items are collected bi-weekly by appointment for \$25.00 per item. Recyclable items are placed in the green recycling cart and need not be sorted.

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. Fiscal 2012 is the fifth year the town has had Casella perform this service. The current contract has two additional five year terms subject to cost negotiation prior to the start of the next five year term. Casella processes the recyclable materials at the FCR Facility in Auburn, MA. This facility is a first of its kind recyclable materials sorting facility. For FY 2014, the cost of this service will increase 3% to \$53,735 per month, \$644,820 for the year. Last year, Holden residents recycled over 2400 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 \$74.01 per ton for the disposal of residential trash. For the past several years, the Town has delivered about 4300 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 will not require a rate increase for FY 2014.
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 estate sales approximately 40 additional homes will be served.
3. The contract with Casella Waste Services for collection services and recycling was 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 1.75% to \$75.30 per ton in July of 2013. Due to the success of recycling, the amount of trash deposited at Wheelabrator by the Town is relatively flat at about 4200 tons annually, an average of 1550 pounds per household. The average amount of recycling per household is over 900 pounds per residence.
5. The Town was awarded a grant by DEP for 14,120 to establish a municipal recycling facility. The grant paid 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 FY2013. 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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
35,896	32,812	45,752	42,540	37,890	Salary & Wages	42,925	42,925
923,772	978,370	1,004,126	1,126,185	1,104,795	Operating Expense	1,109,618	1,109,618
959,668	1,011,182	1,049,878	1,168,725	1,142,685	Total Budget	1,152,543	1,152,543

FINANCING PLAN								
1,001,958	1,053,191	1,040,573	1,097,960	1,085,850	4210	User Fees	1,091,550	1,091,550
13,920	15,038	14,463	18,000	18,000	4220	Misc/Trash Bags	18,000	18,000
5,325	2,263	1,700	1,000	1,000	4240	Large Item Sticker Fee	1,000	1,000
238	413	896	250	250	4280	Interest	250	250
635	964	753	0	0	4320	Liens	0	0
230	4	0	0	0	4323	Earth Day	0	0
0	86	0	0	0	4420	Miscellaneous	0	0
20,676	738	83,314	61,515	61,515		Free Cash	91,821	91,821
1,042,982	1,072,697	1,141,699	1,178,725	1,166,615		TOTAL REVENUE	1,202,621	1,202,621
959,668	1,011,182	1,049,878	1,168,725	1,142,685		TOTAL EXPEND.	1,152,543	1,152,543
83,314	61,515	91,821	10,000	23,930		BALANCE	50,078	50,078

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
6,826	7,944	12,307	12,515	12,515	5110 Dir of Growth Mgmt	12,800	12,800
7,909	6,823	16,542	3,900	3,900	5112 Clerical	4,000	4,000
4,792	5,496	16,903	0	0	5114 Health Agent	0	0
15,268	12,549	0	22,500	18,750	5119 Compost Operation	22,500	22,500
326	0	0	125	75	5122 Clerical Meetings	125	125
775	0	0	3,500	2,650	5132 Toter Service/Delivery	3,500	3,500
35,896	32,812	45,752	42,540	37,890	*Total Salary & Wages*	42,925	42,925
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	2.00	# Personnel P/T	2.00	2.00
328	295	191	200	200	5173 Medicare	225	225
9	9	9	15	15	5174 Life Insurance	15	15
8,475	7,177	2,420	2,500	2,420	5175 Health Insurance	2,500	2,500
3,034	2,797	3,473	2,323	2,323	5177 Retirement	2,600	2,600
292,857	300,996	305,547	352,825	341,525	5250 Disposal Fees	368,500	368,500
0	0	18,000	18,000	18,000	Toter Storage	19,200	19,200
0	23,948	12,112	1,000	1,250	5251 Toters/Overflow Bags	1,850	1,850
331,560	375,120	405,200	417,400	417,400	5252 Solid Waste Collection	429,880	429,880
264,663	238,944	227,781	245,740	245,740	5253 Recycling Collection	214,940	214,940
3,300	0	0	0	0	5254 Haz/Mat Fees	0	0
66	0	0	6,500	0	5298 Earth Day	0	0
0	9,487	2,635	200	2,255	Recycling Program	2,800	2,800
0	0	0	200	125	5301 Advertising	150	150
2,925	2,925	1,526	4,500	0	5303 Consulting Services	3,000	3,000
0	0	0	500	420	5343 Postage	500	500
447	504	31	150	145	5421 Office Supplies	250	250
15,655	15,893	16,076	18,500	18,500	5580 Billing Expense	18,500	18,500
0	0	9,000	9,000	9,000	Indirect Collections	9,000	9,000
0	0	0	3,000	3,000	Indirect Accounting	3,000	3,000
0	0	0	450	425	5582 Non Capital Equipment	450	450
328	275	0	150	120	5710 Car Allowance	125	125
125	0	125	225	165	5731 Association Dues	225	225
0	0	0	150	110	5733 Expense of Meetings	150	150
0	0	0	1,000	0	5741 Insurance/Bad Debt	1,000	1,000
0	0	0	41,657	41,657	Rate Stabilization	30,758	30,758
923,772	978,370	1,004,126	1,126,185	1,104,795	*Total Expenses*	1,109,618	1,109,618
959,668	1,011,182	1,049,878	1,168,725	1,142,685	*Total Budget*	1,152,543	1,152,543

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 \$75, 000,000 in work annually and raises approximately \$275,000 in fees which cover the entire cost of operation for the department.

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 2014 IS \$303,835

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
165,008	164,849	145,116	154,999	152,736	Salary & Wages	158,030	158,030
38,885	43,820	55,869	54,883	45,518	Operating Expense	65,740	65,740
203,893	208,669	200,985	209,882	198,254	Total Budget	223,770	223,770

FINANCING PLAN

27,865	25,565	33,549	42,500	44,500	4420	Wire Fees	42,500	42,500
42,235	42,220	51,270	41,500	43,650	4421	Plumbing/Gas Fees	41,500	41,500
89,793	96,197	100,277	155,000	218,500	4422	Building Fees	16,500	16,500
61	15	22	0	0	4840	Miscellaneous	0	0
184,849	140,910	96,238	80,371	80,371		Previous Balance	188,767	188,767
344,803	304,907	281,356	319,371	387,021		TOTAL REVENUE	289,267	289,267
203,893	208,669	200,985	209,882	198,254		TOTAL EXPEND.	223,770	223,770
140,910	96,238	80,371	109,489	188,767		BALANCE	65,497	65,497

TOWN OF HOLDEN

FY 2014 BUDGET

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
						Dir. Growth		
47,172	48,591	46,585	45,888	46,347	5110	Mgmt/Bldg. Comm.	46,825	46,825
47,066	46,822	32,201	42,911	43,339	5112	Clerical	43,955	43,955
22,400	20,990	22,715	21,500	21,250	5113	Wire Inspector	22,000	22,000
19,285	23,181	23,170	22,500	21,300	5115	Gas/Plumbing Inspector	22,500	22,500
28,320	25,265	20,445	21,000	19,750	5119	Building Inspector	22,000	22,000
765	0	0	1,200	750	5132	OT	750	750
165,008	164,849	145,116	154,999	152,736		*Total Salary & Wages*	158,030	158,030
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00	3.00
5.00	5.00	5.00	5.00	5.00		# Personnel P/T	5.00	5.00
2,313	2,238	2,260	2,300	2,300	5173	Medicare	2,500	2,500
68	68	68	70	70	5174	Life Insurance	70	70
19,773	20,684	19,458	18,000	15,500	5175	Health Insurance	16,000	16,000
8,542	11,624	13,280	13,938	13,938	5177	Retirement	15,520	15,520
0	0	0	200	0	5301	Advertising	0	0
1,865	0	0	3,000	0	5303	Consulting Services	3,000	3,000
0	0	0	2,500	0	5307	Peer Review	2,500	2,500
0	1,438	0	2,500	2,500	5311	Software Purchase	3,000	3,000
80	0	0	450	450	5340	Cell Phones	450	450
0	364	0	1,000	875	5343	Postage	1,000	1,000
877	1,150	123	1,400	1,250	5421	Office Supplies	1,400	1,400
1,150	1,055	990	1,000	950	5509	Train/Educ/Programs	1,200	1,200
0	1,457	0	1,200	1,100	5510	Technical Ref Books	1,250	1,250
0	0	0	750	560	5582	Non Capital Equipment	3,500	3,500
3,592	3,342	3,843	4,600	4,250	5711	Mileage Reimbursement	4,600	4,600
485	400	450	475	450	5731	Association Dues	500	500
140	0	397	250	200	5733	Expense of Meetings	350	350
0	0	0	1,250	1,125	5794	Hardware Purchase	1,500	1,500
0	0	15,000	0	0	5891	IT Indirect - GIS	7,400	7,400
38,885	43,820	55,869	54,883	45,518		*Total Expenses*	65,740	65,740
203,893	208,669	200,985	209,882	198,254		*Total Budget*	223,770	223,770

<i>Financing</i>	FY 10	FY 11	FY 12	FY 13	FY 14
	Approved	Approved	Approved	Approved	Manager
Opening Balance	79,087	105,848	195,904	203,030	155,615
Transfer from Free Cash					50,000
Transfer from Overlay Surplus	50,000				
Interest Earnings	1,761	5,056	3,033	74	
Fair Market Value Adj			93	11	
Unspent Warrant Articles Returned			4,000		
Appropriation	25,000	175,000	134,800	82,331	42,400
Sub Total	155,848	285,904	337,830	285,446	248,015
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Engine 6 Principal & Interest (5 year note FY11-FY15)	50,000		44,800	43,600	42,400
Ambulance #3 Lease pmt due FY12-FY14		90,000	90,000	38,731	
Utility Truck				47,500	
TOTALS	50,000	90,000	134,800	129,831	42,400
Net Fund Balance	105,848	195,904	203,030	155,615	205,615

Financing	FY 12	FY 13	FY 14
	Approved	Approved	Town Manager
Opening Balance	0	302,252	677,398
TRF from Free Cash	300,000	234,000	573,982
1/4 of prior year free cash			
Interst Earnings	2,114	38	
Fair Market Value Adj	138	108	
Appropriation Into Fund	0	141,000	
Total Additions to Fund	302,252	375,146	573,982
Expenditures			
TOTALS	0	0	0
Net Fund Balance	302,252	677,398	1,251,380

Financing	FY10	FY11	FY12	FY13	FY 14
	Approved	Approved	Approved	Approved	Town Manager
Opening Balance	1,788,103	1,894,095	1,775,392	1,672,280	1,540,386
Interest Earnings	53,257	40,020	23,780	5,578	
Fair Market Value Adjustment			-29,430	-5,194	
Senior Center/Zottoli Payback/Underground Utilities	164,000	164,000	164,000	164,000	164,000
Pool payback (From Rec Revolving)	210,853	116,053	25,000	125,000	119,449
Public Safety Payback	75,000	75,000	75,000	75,000	75,000
Public Buildings Payback	41,700	41,700	41,600	0	
Annual Investment	124,835	36,077	137,881	44,775	57,565
				0	
Sub Total	2,457,748	2,366,945	2,213,223	2,081,439	1,956,400
Expenditures					
Senior Center	157,800				
Pool Debt	210,853	216,053	215,943	216,053	219,449
Public Safety Facility	195,000	375,500	325,000	325,000	325,000
TOTALS	563,653	591,553	540,943	541,053	544,449
Net Fund Balance	1,894,095	1,775,392	1,672,280	1,540,386	1,411,951

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Request FY 2014	Manager FY 2014
HUMAN SERVICES							
Veterans Benefits	38,065	57,818	84,313	89,700	57,700	62,700	62,700
Senior Citizens	213,686	218,289	231,648	240,371	243,572	251,621	251,621
TOTAL	251,751	276,107	315,961	330,071	301,272	314,321	314,321

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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
6,200	6,200	6,200	6,200	6,200	Salary & Wages	6,200	6,200
0	0	500	6,500	6,500	Operating Expense	6,500	6,500
6,200	6,200	6,700	12,700	12,700	*Total Budget*	12,700	12,700

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
6,200	6,200	6,200	6,200	6,200	5120 Veterans Agent	6,200	6,200
6,200	6,200	6,200	6,200	6,200	*Total Salary & Wages*	6,200	6,200
0.00	0.00	0.00	0.00	0.00	# Personnel F/T	0.00	0.00
1.00	1.00	1.00	1.00	1.00	# Personnel P/T	1.00	1.00

31,865	51,618	77,613	77,000	45,000	5770	Aid & Assistance	50,000	50,000
0	0	500	500	500	5792	Veterans' Programs	500	500
0	0	0	6,000	6,000	579	Payments to Worcester	6,000	6,000
31,865	51,618	78,113	83,500	51,500		*Total Expense*	56,500	56,500
38,065	57,818	84,313	89,700	57,700		*Total Budget*	62,700	62,700

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 EOE'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 EOE's 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 2010	FY 2011	FY 2012	FY 2013 (EST)
Passenger Trips/ Year	6,383	5,758	5,908	5,900

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 2010	FY 2011	FY 2012	FY 2013 (EST)
Home Delivered Meals	12,686	12,383	11,176	11,800
Congregate Meals	7,030	5,984	5,973	6,000

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

NOTES

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
179,953	192,609	204,790	210,471	213,332	Salary & Wages	221,271	221,271
33,733	25,680	26,858	29,900	30,240	Operating Expense	30,350	30,350
213,686	218,289	231,648	240,371	243,572	*Total Budget*	251,621	251,621

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
28,473	30,578	32,909	33,920	34,254	5112	Clerical	36,121	36,121
53,164	56,396	59,694	59,695	60,291	5113	Coordinator of Senior Services	60,894	60,894
25,802	26,973	29,143	28,537	29,473	5114	Outreach Workers	31,913	31,913
12,796	13,568	14,453	15,038	15,186	5116	Program Coordinator	15,988	15,988
386	734	180	2,000	800	5118	Custodian	2,000	2,000
59,332	64,360	68,411	71,281	73,328	5119	Transportation	74,355	74,355
179,953	192,609	204,790	210,471	213,332		*Total Salary & Wages*	221,271	221,271
3.00	3.00	3.00	3.00	3.00		# Personnel F/T	3.00	3.00
9.00	10.00	10.00	10.00	10.00		# Personnel P/T	10.00	10.00
1,522	1,959	1,838	1,950	2,000	5242	Maint of Equipment	1,950	1,950
0	0	670	700	600	5340	Cell Phone	600	600
409	500	376	550	400	5343	Postage	400	400
5,707	8,772	10,411	12,000	13,340	5410	Petro Products	13,000	13,000
1,028	952	1,132	1,200	1,200	5421	Office Supplies	1,200	1,200
752	1,766	385	1,250	500	5480	Bus Maintenance	500	500
6,179	6,179	6,179	6,500	6,400	5490	Nutrition Program	6,400	6,400
708	542	790	750	800	5711	Outreach Mileage	800	800
4,799	5,010	5,077	5,000	5,000	5792	Programs	5,500	5,500
12,629	0	0	0	0	5851	Roof Repair	0	0
33,733	25,680	26,858	29,900	30,240		*Total Expenses*	30,350	30,350
213,686	218,289	231,648	240,371	243,572		*Total Budget*	251,621	251,621

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	ASSESSMENT EDUCATION	Manager FY 2014
16,314,917	16,270,028	16,447,026	16,779,390	16,779,390	Wachusett Regional School District	17,198,874
39,956	0	0	0	0	Reserve Fund Transfer	
1,492,415	1,811,423	1,824,982	2,652,668	2,652,668	Voluntary Contribution	2,758,775
914,069	982,592	1,281,451	1,247,060	1,247,060	WRSD Transportation	1,275,428
986,528	1,045,490	1,187,401	1,190,179	1,190,179	New High School Debt (Const)	1,190,179
7,210	44,644	43,893	47,926	47,926	Debt (Oil Remediation)	47,926
19,755,095	20,154,177	20,784,753	21,917,223	21,917,223	*Total WRSD*	22,471,182
					Vocational Education Tuition	
642,349	476,564	465,097	543,687	543,687	Montachusett Vocational	543,687
642,349	476,564	465,097	543,687	543,687	*Total Vocational Tuition*	543,687
20,397,444	20,630,741	21,249,850	22,460,910	22,460,910	*Total Expenses*	23,014,869
20,397,444	20,630,741	21,249,850	22,460,910	22,460,910	*Total Budget*	23,014,869

	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Request FY 2014	Manager FY 2014
CULTURE							
Gale Free Library	718,308	720,739	742,597	757,023	746,793	782,236	779,836
Historical Commission	4,438	4,083	5,605	6,700	6,700	6,700	6,700
TOTAL	722,746	724,822	748,202	763,723	753,493	788,936	786,536

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 11	FY 12	FY 13 est.	FY 14 est.
Reference Questions	8,500	8,800	9,000	9,300

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 11	FY 12	FY 13 est.	FY 14 est.
Circulation of Items	115,000	116,000	116,000	116,000
Reference Questions	6,000	6,100	6,100	6,200
Program Attendance	3,900	4,200	4,500	4,800

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 11	FY 12	FY 13 est.	FY 14 est.
Circulation of Items	93,000	95,000	96,000	97,000
Reference Questions	10,500	14,000	14,500	14,500
Class Visits	35	35	35	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 11	FY 12	FY 13 est.	FY 14 est.
Circulation of Items	173,000	1808,000	190,000	195,000
Programs	145	135	90	100

DEPARTMENT Gale Free Library	FUNCTION Library Services	FUNCTION CODE 01-610
DEPARTMENT HEAD Susan Scott	PREPARED BY Susan Scott	
NOTES In order to maintain certification by the MA Board of Library Commissioners and receive the full amount of the grant, the minimum required budget amount is \$767,228.		

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
528,249	521,582	529,809	554,095	539,266	Salary & Wages	551,013	551,013
183,203	197,324	212,788	202,928	207,527	Operating Expense	231,223	228,823
6,856	1,833	0	0	0	Capital Outlay	0	0
718,308	720,739	742,597	757,023	746,793	*Total Budget*	782,236	779,836

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013		Object Description	Request FY 2014	Manager FY 2014
76,185	85,638	73,488	76,240	77,003	5110	Library Director	80,003	80,003
123,314	101,021	113,293	115,904	111,172	5111	Librarians Salaried	114,869	114,869
328,750	334,923	343,028	356,351	345,491	5112	Assistant Librarians	349,244	349,244
0	0	0	5,600	5,600	5150	Wage Adjustment	0	0
0	0	0	0	0	5150	Wages Extra Evening Hours	6,897	6,897
528,249	521,582	529,809	554,095	539,266		*Total Salary & Wages*	551,013	551,013
7.00	7.00	7.00	7.00	7.00		# Personnel F/T	7.00	7.00
10.00	10.00	10.00	11.00	11.00		# Personnel P/T	11.00	11.00

24,071	22,195	23,766	30,000	25,000	5212	Utilities	25,000	25,000
6,149	11,713	5,452	10,000	12,000	5214	Fuel	12,000	12,000
1,025	1,239	2,992	3,000	3,500	5231	Water/Sewer	3,500	3,500
2,435	1,368	4,684	3,500	5,000	5242	Equipment Maintenance	5,000	5,000
29,424	26,480	27,222	27,478	29,527	5243	CW MARS	31,523	31,523
8,210	6,992	6,552	8,000	8,000	5247	Capital Equip. Maint	8,000	8,000
0	0	3,634	2,500	3,700	5249	Alarm/Monitor	3,700	3,700
		872	700	700	5340	Cell Phone	1,400	1,000
1,521	663	774	1,700	1,700	5343	Postage	1,700	1,700
1,583	2,026	1,292	1,300	1,500	5421	Office Supplies	2,000	2,000
3,712	2,227	4,637	5,300	5,300	5423	Material Processing	6,300	6,300
14,373	13,276	16,170	15,000	17,000	5430	Building Maintenance	19,000	17,000
210	130	130	300	400	5731	Association Dues	400	400
84,756	102,199	98,087	85,000	85,000	5732	Books	100,000	100,000
436	503	572	1,150	1,200	5733	Expense of Meetings	1,200	1,200
0	0	11,047	0	0		Reserve Fund Transfer	0	0
5,298	6,313	4,905	8,000	8,000	5794	Technology Equipment	9,000	9,000
6,856	1,833	0	0	0	5825	C Capital Outlay	0	0
						Utilities (Evening Hours)	1,500	1,500
190,059	199,157	212,788	202,928	207,527		*Total Expenses*	231,223	228,823
718,308	720,739	742,597	757,023	746,793		*Total Budget*	782,236	779,836

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 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
4,438	4,083	5,605	6,700	6,700	Operating Expense	6,700	6,700
4,438	4,083	5,605	6,700	6,700	*Total Budget*	6,700	6,700

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	Object Description	Request FY 2014	Manager FY 2014
287	234	392	400	400	5212 Utilities	400	400
2,505	2,763	2,236	3,000	3,000	5214 Fuel	3,000	3,000
0	0	0	100	100	5231 Water/Sewer	100	100
1,646	1,086	2,977	3,000	3,000	5249 Alarm Monitor	3,000	3,000
0	0	0	200	200	5430 Miscellaneous Repairs	200	200
4,438	4,083	5,605	6,700	6,700	*Total Expense*	6,700	6,700
4,438	4,083	5,605	6,700	6,700	*Total Budget*	6,700	6,700