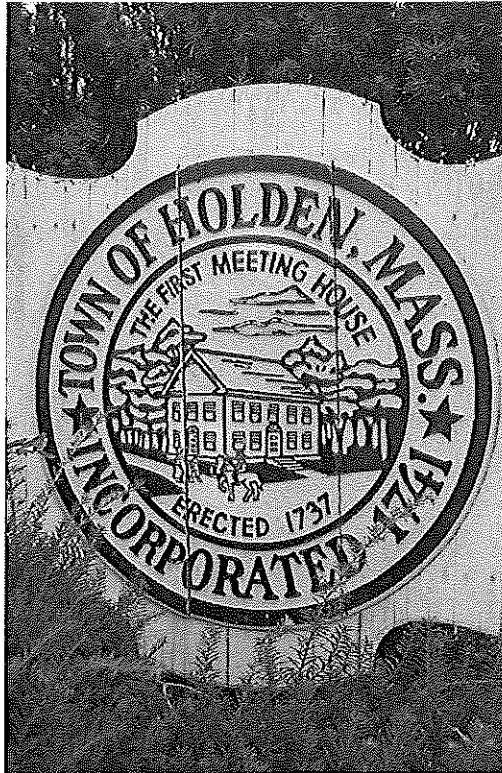


# *Town of Holden • Massachusetts*



## **FY 2015 BUDGET**

**[www.holdenma.gov](http://www.holdenma.gov)**

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**FY 2015**  
**BUDGET CALENDAR**

Department Capital Budget Submission	November 15, 2013
Departments Submit Operating Budgets	November 15 – December 6, 2013
Town Manager Review	December 9 – January 31, 2014
Overall Financial Plan Developed	January 6 - January 20, 2014
Budget Production	February 3 - February 14, 2014
Budget Submission	February 15, 2014
Finance Committee Budget Review	February 18 - March 31, 2014
Last Day to Submit Warrant Articles	April 4, 2014
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 7, 2014
Post Warrant for Annual Town Meeting	May 2, 2014
Town Reports Available	May 12, 2014
Annual Town Election	May 12, 2014
Adjourned Annual Town Meeting	May 19, 2014

## BUDGET SUMMARY

	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Request FY 2015	Manager FY 2015
General Government	4,160,810	4,419,799	4,400,811	4,852,543	4,714,628	5,243,574	5,224,484
Public Safety	4,236,157	4,098,447	4,166,850	4,396,360	4,399,806	4,620,734	4,564,065
Public Works	2,385,794	2,191,411	2,600,934	2,602,534	2,586,720	2,611,763	2,609,871
Human Services	276,107	315,961	278,993	314,321	304,864	326,551	326,551
Culture	724,822	748,202	737,635	786,536	778,079	808,593	808,593
<b>TOTAL MUNICIPAL</b>	<b>11,783,690</b>	<b>11,773,820</b>	<b>12,185,223</b>	<b>12,952,294</b>	<b>12,784,097</b>	<b>13,611,215</b>	<b>13,533,564</b>
<b>TOTAL DEBT</b>	<b>3,790,568</b>	<b>3,947,386</b>	<b>4,012,995</b>	<b>4,014,171</b>	<b>4,020,224</b>	<b>4,280,462</b>	<b>4,280,462</b>
<b>TOTAL EDUCATION</b>	<b>20,630,741</b>	<b>21,249,850</b>	<b>22,281,873</b>	<b>22,459,313</b>	<b>22,459,302</b>	<b>22,811,328</b>	<b>22,811,328</b>
<b>TOTAL MUNICIPAL, DEBT AND EDUCATION</b>	<b>36,204,999</b>	<b>36,971,056</b>	<b>38,480,091</b>	<b>39,425,778</b>	<b>39,263,623</b>	<b>40,703,005</b>	<b>40,625,354</b>
<b>OTHER FUNDS</b>							
Water/Sewer Enterprise Fund	5,078,071	5,352,496	5,743,349	6,300,798	6,024,635	6,585,090	6,585,090
Water/Sewer Stabilization Fund	222,467	193,836	103,948	104,883	104,883	104,883	104,883
DPW Depreciation Fund	250,792	282,962	349,935	504,195	504,195	504,195	504,195
Recreation Revolving Fund	306,928	306,384	285,019	381,685	355,447	345,065	445,065
Before/After School Revolving Fund	275,505	287,650	289,864	326,609	310,180	334,728	334,228
Cable Revolving Fund	171,555	182,033	239,790	313,034	304,254	306,560	306,560
Solid Waste Enterprise Fund	1,011,182	1,049,878	1,035,984	1,152,543	1,095,750	1,158,423	1,158,423
Inspection Revolving Fund	208,669	200,985	191,258	223,770	217,975	241,829	241,829
Fire Vehicle Stabilization Fund	195,904	203,030	155,777	408,809	408,809	408,809	408,809
General Stabilization Fund	0	302,252	677,681	1,437,961	1,437,961	2,115,821	2,115,821
Infrastructure Investment Fund	1,775,392	1,672,280	1,553,682	1,441,127	1,441,127	1,314,741	1,314,741
<b>TOTAL OTHER FUNDS</b>	<b>9,496,465</b>	<b>10,033,786</b>	<b>10,626,287</b>	<b>12,595,414</b>	<b>12,205,216</b>	<b>13,420,144</b>	<b>13,519,644</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Request FY 2015	Manager FY 2015
<b>GENERAL GOVERNMENT</b>							
Moderator	100	100	100	165	165	165	165
Finance Committee	101,540	181,351	176,249	151,581	151,586	151,586	151,586
Selectmen	33,410	21,166	22,523	25,400	25,409	25,670	29,170
Town Manager/Personnel	322,283	348,595	352,044	414,584	399,542	452,329	452,329
Information Technology	232,896	229,440	245,368	329,048	294,634	396,209	373,619
Finance							
Accounting	138,774	143,203	138,956	173,740	157,110	176,031	176,031
Treasurer/Collector	256,983	242,582	256,526	257,252	252,825	281,770	281,770
Assessors	208,531	210,706	244,599	218,476	162,820	180,333	180,333
Legal	208,380	126,375	148,132	195,000	240,000	195,000	195,000
Town Clerk	175,906	178,256	207,594	199,794	202,702	224,561	224,561
Non-Departmental							
Insurance	1,599,802	1,733,309	1,452,648	1,591,950	1,532,292	1,731,500	1,731,500
Retirement	687,705	802,434	931,617	1,064,165	1,063,564	1,185,595	1,185,595
Growth Management	194,500	202,282	224,455	231,388	231,979	242,825	242,825
<b>TOTAL</b>	<b>4,160,810</b>	<b>4,419,799</b>	<b>4,400,811</b>	<b>4,852,543</b>	<b>4,714,628</b>	<b>5,243,574</b>	<b>5,224,484</b>
<b>TOTAL DEBT SERVICE</b>	<b>3,790,568</b>	<b>3,947,386</b>	<b>4,012,995</b>	<b>4,014,171</b>	<b>4,020,224</b>	<b>4,280,462</b>	<b>4,280,462</b>

## TOWN MODERATOR

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

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
100	100	100	100	100	5120	Moderator	100	100
100	100	100	100	100		<b>*Total Salary &amp; Wages*</b>	100	100
0.00	0.00	0.00	0.00	0.00		<b># Personnel F/T</b>	0.00	0.00
1.00	1.00	1.00	1.00	1.00		<b># Personnel P/T</b>	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		<b>*Total Expense*</b>	65	65
100	100	100	165	165		<b>*Total Budget*</b>	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.

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 Joseph Dolak	PREPARED BY Joseph Dolak	

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
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
50	0	0	50	50	5343 Postage	50	50
0	0	278	100	100	5421 Office Supplies	100	100
231	231	231	231	236	5731 Association Dues	236	236
1,259	1,120	547	1,200	1,200	5733 Expense of Meetings	1,200	1,200
100,000	180,000	175,193	150,000	150,000	5781 Reserve Fund	150,000	150,000
101,540	181,351	176,249	151,581	151,586	*Total Expense*	151,586	151,586
101,540	181,351	176,249	151,581	151,586	*Total Budget*	151,586	151,586

## BOARD OF SELECTMEN

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

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

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

The Selectmen's budget provides monies to support community events such as a parade on Memorial Day and a Winter Festival in December. This year's budget consolidates funding into one line "Parades, events, concerts" and adds funding for the annual Bandstand concerts.

<b>DEPARTMENT</b> Board of Selectmen	<b>FUNCTION</b> Board of Selectmen	<b>FUNCTION CODE</b> 01-122
<b>DEPARTMENT HEAD</b> Robert P. Lavigne, Chairman	<b>PREPARED BY</b>	

<b>NOTES</b>
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
5,150	5,150	5,150	5,150	5,150	5120	Selectmen Salary	5,150	5,150
1,487	1,806	2,250	2,000	2,000	5122	Selectmen Clerical	2,250	2,250
<b>6,637</b>	<b>6,956</b>	<b>7,400</b>	<b>7,150</b>	<b>7,150</b>		<b>*Total Salary &amp; Wages*</b>	<b>7,400</b>	<b>7,400</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel F/T</b>	<b>0.00</b>	<b>0.00</b>
<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>		<b># Personnel P/T</b>	<b>6.00</b>	<b>6.00</b>
173	445	403	400	400	5301	Advertising	400	400
300	50	100	300	300	5343	Postage	300	300
573	713	664	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	2,767	2,800	2,809	5731	Association Dues	2,820	2,820
3,415	2,580	3,209	3,800	3,800	5733	Expense of Meetings	3,800	3,800
1,916	1,696	1,985	2,500	2,500	5780	Employee Appreciation	2,500	2,500
5,000	5,000	4,995	5,000	5,000	5792	Memorial Day Parade	5,000	0
0	0	0	1,500	1,500	5793	Parades, Events, Concerts	1,500	10,000
11,670	0	0	0	0	5781	Reserve Fund	0	0
<b>26,773</b>	<b>14,210</b>	<b>15,123</b>	<b>18,250</b>	<b>18,259</b>		<b>*Total Expenses*</b>	<b>18,270</b>	<b>21,770</b>
<b>33,410</b>	<b>21,166</b>	<b>22,523</b>	<b>25,400</b>	<b>25,409</b>		<b>*Total Budget*</b>	<b>25,670</b>	<b>29,170</b>

## TOWN MANAGER

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

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

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

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

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 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.

Along with general administrative support, this budget includes support services for various Town Boards and organizations including \$500 for the Town's contribution towards Holden Days.

The Town Manager's office has always administered the Personnel function. 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 2014, 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

## TOWN MANAGER

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.

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 2015 include the police officers.

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.

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 2015.

<b>DEPARTMENT</b> Town Manager	<b>FUNCTION</b> Town Manager	<b>FUNCTION CODE</b> 01-123
<b>DEPARTMENT HEAD</b> Jacquelyn M. Kelly	<b>PREPARED BY</b> Jacquelyn M. Kelly	

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
292,270	324,544	334,008	385,334	369,448	Salary & Wages	423,735	423,735
30,013	24,051	18,036	29,250	30,094	Operating Expense	28,594	28,594
<u>322,283</u>	<u>348,595</u>	<u>352,044</u>	<u>414,584</u>	<u>399,542</u>	<b>*Total Budget*</b>	<u>452,329</u>	<u>452,329</u>
2,000	2,000	22,000	22,000	22,000	Indirects Included:		
		5,000	5,000	5,000	HMLD Indirect Charge	22,000	22,000
<u>2,000</u>	<u>2,000</u>	<u>27,000</u>	<u>27,000</u>	<u>27,000</u>	Water Sewer Enterprise Fund	5,000	5,000
					<b>Indirects</b>	<u>27,000</u>	<u>27,000</u>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
131,158	134,850	151,214	141,360	141,360	5110	Town Manager	144,525	144,525
57,850	59,694	60,291	62,133	62,133	5111	Administrative Asst. TM/Personnel	66,233	66,233
22,523	25,642	28,609	37,348	36,792	5112	Clerical TM/Personnel	39,216	39,216
63,072	92,387	69,504	72,752	57,422	5113	Asst. Town Manager	76,925	76,925
346	0	0	0	0	5119	Senior Clerk PT	0	0
3,960	4,221	4,140	4,241	4,241	5143	Town Manager Deferred Comp	4,336	4,336
5,250	7,750	5,250	7,500	7,500	5144	Incentive Plan	7,500	7,500
0	0	0	35,000	35,000	5150	Wage Adjustment	50,000	50,000
8,111	0	15,000	25,000	25,000	5152	Accrued Time Buy Out	35,000	35,000
292,270	324,544	334,008	385,334	369,448		<b>*Total Salary &amp; Wages*</b>	<b>423,735</b>	<b>423,735</b>
3.00	3.00	3.00	4.00	4.00		# Personnel F/T	4.00	4.00
1.00	1.00	1.00	0.00	0.00		# Personnel P/T	0.00	0.00
278	115	115	800	800	5242	Equipment Maintenance	800	800
1,294	2,250	2,210	2,000	3,834	5301	Advertising	3,834	3,834
24	0	0	200	0	5304	Physicals	0	0
740	675	1,170	1,600	1,600	5306	Drug/Alcohol Testing	1,600	1,600
550	645	475	500	500	5308	Holden Days	500	500
990	1,004	1,101	1,200	1,200	5340	Cell Phone Expense	1,200	1,200
1,202	623	941	1,400	1,400	5343	Postage	1,400	1,400
0	0	786	1,500	1,710	5410	Petro	1,710	1,710
2,550	1,733	3,053	4,000	4,000	5421	Office Supplies	4,000	4,000
2,596	2,371	2,158	4,000	3,000	5422	Printing	3,000	3,000
0	0	0	500	500	5480	Vehicle Maintenance	500	500
3,832	4,183	531	7,000	7,000	5510	Training	7,000	7,000
4,800	4,800	3,116	0	0	5710	Car Allowance	0	0
784	286	41	0	0	5711	Mileage	0	0
1,731	893	4	850	850	5720	Out of State Travel	850	850
565	1,649	1,686	500	500	5731	Association Dues	500	500
82	37	37	200	200	5732	Subscriptions	200	200
2,458	2,787	612	1,500	1,500	5733	Expense of Meetings	1,500	1,500
5,537	0	0	0	0	5735	NEGFOA Benchmark	0	0
0	0	0	1,500	1,500		Equipment Purchase	0	0
30,013	24,051	18,036	29,250	30,094		<b>*Total Expenses*</b>	<b>28,594</b>	<b>28,594</b>
322,283	348,595	352,044	414,584	399,542		<b>*Total Budget*</b>	<b>452,329</b>	<b>452,329</b>

## 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.

**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.

<b>DEPARTMENT</b> Town Manager	<b>FUNCTION</b> Information Technology	<b>FUNCTION CODE</b> 01-155
<b>DEPARTMENT HEAD</b> Jacquelyn M. Kelly	<b>PREPARED BY</b> Jacquelyn M. Kelly	

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
126,213	132,419	136,283	198,890	164,476	Salary & Wages	210,943	210,943
106,683	97,021	109,085	130,158	130,158	Operating Expense	185,266	162,676
<b>232,896</b>	<b>229,440</b>	<b>245,368</b>	<b>329,048</b>	<b>294,634</b>	<b>*Total Budget*</b>	<b>396,209</b>	<b>373,619</b>
12,000	20,000	20,000	65,000	65,000	Indirects Included:		
9,000	9,000	10,000	10,000	10,000	HMLD charge	65,000	65,000
0	15,000	10,000	7,400	7,400	Water Sewer Enterprise Fund	10,000	10,000
21,000	44,000	40,000	82,400	82,400	Inspections	7,400	7,400
					<b>Indirects</b>	<b>82,400</b>	<b>82,400</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
67,369	69,503	70,198	71,912	71,622	5111	System Administrator	75,813	75,813
58,624	62,916	66,085	67,204	68,590	5113	Network Administrator	72,897	72,897
220	0	0	0	0	5119	Part Time	0	0
0	0	0	59,774	24,264	5119	IT Administrator	62,233	62,233
<b>126,213</b>	<b>132,419</b>	<b>136,283</b>	<b>198,890</b>	<b>164,476</b>		<b>*Total Salary &amp; Wages*</b>	<b>210,943</b>	<b>210,943</b>
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>	<b>3.00</b>
<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
5,121	4,472	8,221	6,500	6,500	5242	Hardware Equip Maint	27,320	23,320
51,196	46,837	60,743	46,620	46,620	5243	Software Support	66,140	55,900
0	0	440	11,043	11,043	5244	Telephone Support	11,900	11,900
1,350	0	0	1,500	1,500	5303	GIS Consulting	0	0
745	1,225	0	10,500	10,500	5311	Software Purchase	19,500	12,995
0	0	1,503	1,500	1,500	5340	Cell Phone	1,500	1,500
16	10	27	100	100	5343	Postage	100	100
597	316	439	300	300	5421	Office Supplies	300	300
159	99	678	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
75	75	0	120	120	5731	Association Dues	120	120
25	42	0	700	700	5733	Expense of Meetings	700	700
30,182	33,947	30,051	37,625	37,625	5783	License/Internet Access Fees	43,165	38,165
16,067	8,848	5,833	10,500	10,500	5794	Hardware Equip Purchase	11,371	14,526
<b>106,683</b>	<b>97,021</b>	<b>109,085</b>	<b>130,158</b>	<b>130,158</b>		<b>*Total Expenses*</b>	<b>185,266</b>	<b>162,676</b>
<b>232,896</b>	<b>229,440</b>	<b>245,368</b>	<b>329,048</b>	<b>294,634</b>		<b>*Total Budget*</b>	<b>396,209</b>	<b>373,619</b>

## ACCOUNTING

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

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

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

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

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

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

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

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

## ACCOUNTING

3. **MT. VIEW BUILDING PROJECT** – In addition to the normal procedures and requirements for the payment of invoices, all invoices related to the Mt. View building project must also be entered into the “pay-as-you-build progress payment system” also as known as ProPay, on the Massachusetts School Building Authority’s (MSBA’s) web-site. All invoices must be coded according to the ProPay system requirements and copies of all invoices with proof of payment must be sent to MSBA for audit. Once they have completed an audit of the materials, MSBA issues a reimbursement to the Town for its share of eligible project costs. The request for reimbursement, including all back up documentation, and facilitation of the request is handled by the Town Accountant.
4. **REPORTING** – Prepare required financial reports for the State such as an annual Balance Sheet, Schedule A, Free Cash Certification, and the annual School Financial report. Distribute monthly revenue and expenditure reports to all departments and produce all necessary trial balances, revenue and expenditure subsidiary ledgers, and general ledger reports. Prepare balance sheet and appropriation and expenditure report for the Annual Report. Submit report of revenues collected during fiscal year to the Assessor for completion of the Recap Sheet. Complete an Annual Provider report for the Department of Revenue of all vendors paid over \$5,000. Issue 1099’s to appropriate vendors and file state and federal forms.
5. **AUDIT** – Maintain sufficient documentation for all transactions, provide complete and accurate records to CPA firm, and assist with annual audit. Complete the Management Discussion and Analysis for the Financial Statements. For Fiscal years 2009 through FY2011, 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. For FY2012 and FY2013 Federal awards did not exceed the threshold and thus a single audit was not required. At this time, it is not anticipated that a single audit will be required for FY2014 or FY2015.

## TOWN OF HOLDEN

## FY 2015 BUDGET

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
110,449	113,955	114,915	143,510	131,880	Salary & Wages	150,801	150,801
28,325	29,248	24,041	30,230	25,230	Operating Expense	25,230	25,230
<b>138,774</b>	<b>143,203</b>	<b>138,956</b>	<b>173,740</b>	<b>157,110</b>	<b>*Total Budget*</b>	<b>176,031</b>	<b>176,031</b>
	10,000	10,000	10,000	10,000	Indirects Included:		
	1,300	1,300	1,300	1,300	HMLD charge	10,000	10,000
	1,600	1,600	1,600	1,600	Recreation	1,300	1,300
			1,600	1,600	Before/After School	1,600	1,600
	5,000	5,000	7,000	7,000	Cable Revolving	1,600	1,600
	2,000	2,000	3,000	3,000	Water Sewer Enterprise Fund	7,000	7,000
<b>138,774</b>	<b>19,900</b>	<b>19,900</b>	<b>24,500</b>	<b>24,500</b>	Solid Waste	3,000	3,000
					<b>Indirects:</b>	<b>24,500</b>	<b>24,500</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
71,030	73,315	74,048	78,688	78,689	5111	Town Accountant	83,882	83,882
39,419	40,640	40,867	41,025	41,426	5112	Clerical	42,431	42,431
0	0	0	23,797	11,765		Asst. Acct. Part Time	24,488	24,488
<b>110,449</b>	<b>113,955</b>	<b>114,915</b>	<b>143,510</b>	<b>131,880</b>		<b>*Total Salary &amp; Wages*</b>	<b>150,801</b>	<b>150,801</b>
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>		<b># Personnel F/T</b>	<b>2.00</b>	<b>2.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel P/T</b>	<b>1.00</b>	<b>1.00</b>
0	100	0	100	100	5242	Equipment Maintenance	100	100
26,000	27,000	22,000	27,000	22,000	5300	Audit	22,000	22,000
100	171	150	150	150	5343	Postage	150	150
883	632	1,163	1,200	1,200	5421	Office Supplies	1,200	1,200
80	80	80	80	80	5731	Association Dues	80	80
1,262	1,265	648	1,700	1,700	5733	Training/Education	1,700	1,700
<b>28,325</b>	<b>29,248</b>	<b>24,041</b>	<b>30,230</b>	<b>25,230</b>		<b>*Total Expense*</b>	<b>25,230</b>	<b>25,230</b>
<b>138,774</b>	<b>143,203</b>	<b>138,956</b>	<b>173,740</b>	<b>157,110</b>		<b>*Total Budget*</b>	<b>176,031</b>	<b>176,031</b>

## TREASURER/COLLECTOR

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

The Treasurer/Collector's Office is responsible for the billing and collection of all types of taxes. Approximately 8,000 real estate tax bills are collected quarterly which may include betterment liens for sewer and connection loan assessments, as well as delinquency liens for unpaid light, water and trash bills. There are also approximately 325 personal property tax bills collected quarterly from Town of Holden businesses. Approximately 20,000 motor vehicle excise tax bills are mailed each year for vehicles garaged in Holden. In addition demand bills are sent once all bills are past due. Detailed collection records are kept, leaving an appropriate audit trail and all receivables are reconciled monthly. The Treasurer/Collector's office also performs an annual tax taking process on all unpaid parcels after the close of each fiscal year which involves tax title accounting, collections and reconciliations. These accounts are also monitored and may eventually be submitted to the land court for foreclosure. The Treasurer/Collector's Office is also responsible for the preparation of various legal documents such as Municipal Lien Certificates issued when properties are conveyed to a new owner or are refinanced.

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 7,800 utility accounts are billed monthly. Funds are collected by mail, at the counter, through a lockbox, online, and from the Municipal Light Department. These receipts are proved on a daily, weekly, monthly and annual basis. Fund accounting requires the separation of utility receipts totals for reporting to the Accounting Department, as well as ongoing cash transfers to and from the various utility cash accounts.



## TREASURER/COLLECTOR

The Treasurer/Collector's Office is 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 2013 the Treasurer/Collector's office processed just over 6,000 vendor checks which along with bank wire payments and biweekly payrolls totaled over \$67,200,000. 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 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.

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.

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
187,111	182,012	183,601	188,152	189,225	Salary & Wages	200,170	200,170
69,872	60,570	72,925	69,100	63,600	Operating Expense	81,600	81,600
<b>256,983</b>	<b>242,582</b>	<b>256,526</b>	<b>257,252</b>	<b>252,825</b>	<b>*Total Budget*</b>	<b>281,770</b>	<b>281,770</b>
40,000	19,000	19,000	19,000	19,000	Indirects Included:		
8,750	10,750	12,750	12,750	12,750	HMLD charge	19,000	19,000
10,000	5,800	5,800	5,800	5,800	Water/Sewer Reimburse	12,750	12,750
0	7,500	7,500	7,500	7,500	Recreation Reimburse	5,800	5,800
0	0	0	1,000	1,000	Before/After School	7,500	7,500
0	7,000	9,000	9,000	9,000	Cable Revolving	1,000	1,000
					Solid Waste	9,000	9,000
<b>58,750</b>	<b>50,050</b>	<b>54,050</b>	<b>55,050</b>	<b>55,050</b>	<b>Indirect Costs</b>	<b>55,050</b>	<b>55,050</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
76,291	62,264	65,390	69,954	72,271	5111	Treasurer/Collector	77,051	77,051
109,826	119,056	117,806	117,198	115,954	5112	Clerical	122,119	122,119
994	692	405	1,000	1,000	5132	Overtime	1,000	1,000
187,111	182,012	183,601	188,152	189,225		<b>*Total Salary &amp; Wages*</b>	<b>200,170</b>	<b>200,170</b>
4.00	4.00	4.00	4.00	4.00		<b># Personnel F/T</b>	<b>4.00</b>	<b>4.00</b>
0.00	0.00	0.00	0.00	0.00		<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
1,584	1,361	1,934	1,500	1,500	5242	Equipment Maintenance	2,500	2,500
3,845	7,050	4,275	5,000	4,000	5301	Tax Title/Advertising	5,000	5,000
			2,000	0	5304	Penalties & Interest	2,000	2,000
12,823	7,400	4,500	9,000	9,000	5305	Tax Foreclosure	9,000	9,000
22,358	19,487	20,328	21,000	21,000	5343	Postage	22,500	22,500
1,826	2,036	2,609	4,000	4,000	5421	Office Supplies	4,000	4,000
247	388	0	0	0	5422	Payroll Supplies	0	0
124	700	0	0	0	5423	Envelopes	0	0
4,689	7,531	4,674	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
510	285	225	600	600	5731	Association Dues	600	600
1,040	319	931	1,000	1,000	5733	Training/Education	1,000	1,000
			2,500	0	5783	Expense of Borrowing	2,500	2,500
12,476	12,513	12,814	15,000	15,000	5784	Bank Charges	15,000	15,000
	0	12,285	0	0	5784	Reserve Fund Transfer-Verizon	0	0
6,850	0	6,850	0	0	5891	OPEB Study	10,000	10,000
69,872	60,570	72,925	69,100	63,600		<b>*Total Expense*</b>	<b>81,600</b>	<b>81,600</b>
256,983	242,582	256,526	257,252	252,825		<b>*Total Budget*</b>	<b>281,770</b>	<b>281,770</b>

## 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 was completed in 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.

DEPARTMENT Assessors	FUNCTION Assessment/Taxation	FUNCTION CODE 01-141
DEPARTMENT HEAD Jacquelyn M. Kelly	PREPARED BY Jacquelyn M. Kelly	

NOTES
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
188,537	190,811	181,699	189,376	133,340	Salary & Wages	153,233	153,233
19,994	19,895	62,900	29,100	29,480	Operating Expense	27,100	27,100
208,531	210,706	244,599	218,476	162,820	*Total Budget*	180,333	180,333

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
80,831	83,421	81,415	69,954	66,806	5110	Principal Assessor	72,246	72,246
56,360	52,323	53,886	59,679	60,334	5112	Clerical	64,387	64,387
47,013	50,467	41,798	53,543	0	5119	Data Collector	0	0
0	0	0	0	0	5119 N	Data Collector PT	10,400	10,400
1,333	1,600	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
<b>188,537</b>	<b>190,811</b>	<b>181,699</b>	<b>189,376</b>	<b>133,340</b>		<b>*Total Salary &amp; Wages*</b>	<b>153,233</b>	<b>153,233</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>		<b># Personnel F/T</b>	<b>2.00</b>	<b>2.00</b>
<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel P/T</b>	<b>4.00</b>	<b>4.00</b>
499	313	0	600	600	5242	Equipment Maintenance	600	600
0	336	201	350	350	5340	Cell Phone	350	350
1,650	2,393	1,206	2,200	2,200	5343	Postage	2,200	2,200
1,946	2,494	1,748	2,500	2,500	5421	Office Supplies	2,500	2,500
4,401	2,156	1,447	2,500	2,500	5422	Printing	2,500	2,500
2,376	2,523	2,568	3,500	3,500	5510	Personnel Training	3,500	3,500
3,300	3,300	2,200	0	0	5710	Car Allowance	0	0
1,501	2,000	2,366	5,000	2,500	5711	Mileage Reimbursement	2,500	2,500
0	0	394	500	500	5720	Out of State Travel	500	500
376	376	376	500	500	5731	Association Dues	500	500
112	112	115	200	200	5732	Subscriptions	200	200
471	487	471	750	750	5784	Deeds/Abstracts	750	750
3,000	3,000	49,425	10,000	12,880	5791	Revaluation	10,500	10,500
362	405	383	500	500	5794	Office Equipment	500	500
<b>19,994</b>	<b>19,895</b>	<b>62,900</b>	<b>29,100</b>	<b>29,480</b>		<b>*Total Expense*</b>	<b>27,100</b>	<b>27,100</b>
<b>208,531</b>	<b>210,706</b>	<b>244,599</b>	<b>218,476</b>	<b>162,820</b>		<b>*Total Budget*</b>	<b>180,333</b>	<b>180,333</b>

## LEGAL

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

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 2013 and FY 2014 saw an increase in grievances, Dept. of Labor Relations issues, and mediation which required considerable labor counsel involvement.

<b>DEPARTMENT</b> Legal	<b>FUNCTION</b> Legal Services	<b>FUNCTION CODE</b> 01-1512
<b>DEPARTMENT HEAD</b>	<b>PREPARED BY</b> Jacquelyn M. Kelly	

<b>NOTES</b>
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<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Estimate FY 2014</b>		<b>Object Description</b>	<b>Request FY 2015</b>	<b>Manager FY 2015</b>
82,493	74,428	89,892	90,000	90,000	5300	Town Counsel	90,000	90,000
42,124	51,947	42,850	50,000	50,000	5302	Collective Bargaining	50,000	50,000
83,763	0	15,390	55,000	100,000		Labor Relations	55,000	55,000
<b>208,380</b>	<b>126,375</b>	<b>148,132</b>	<b>195,000</b>	<b>240,000</b>		<b>*Total Expense*</b>	<b>195,000</b>	<b>195,000</b>
<b>208,380</b>	<b>126,375</b>	<b>148,132</b>	<b>195,000</b>	<b>240,000</b>		<b>*Total Budget*</b>	<b>195,000</b>	<b>195,000</b>



## TOWN CLERK

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

The Town Clerk's Office is required to report Vital Statistics to the State each month. This information includes births, deaths, marriages (Intentions and Licenses) and burial permits. The Office 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.

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.

## TOWN OF HOLDEN

## FY 2015 BUDGET

DEPARTMENT Town Clerk	FUNCTION Town Clerk	FUNCTION CODE 01-161
DEPARTMENT HEAD Cheryl A. Jenkins	PREPARED BY Cheryl A. Jenkins	

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
58,970	63,711	66,487	69,837	72,753	5110	Town Clerk	77,554	77,554
74,479	80,794	83,713	86,483	86,475	5112	Clerical	88,642	88,642
3,894	1,150	1,150	1,150	1,150	5125	Registrar/Census Coll.	1,150	1,150
13,744	9,142	27,691	10,950	10,950	5126	Election/Tn Mtg Pers.	20,820	20,820
795	634	1,152	899	899	5132	Overtime	1,100	1,100
<b>151,882</b>	<b>155,431</b>	<b>180,193</b>	<b>169,319</b>	<b>172,227</b>		<b>*Total Salary &amp; Wages*</b>	<b>189,266</b>	<b>189,266</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>	<b>3.00</b>
<b>55.00</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>		<b># Personnel P/T</b>	<b>57.00</b>	<b>57.00</b>
2,880	3,657	3,147	4,820	4,820	5242	Equipment Maintenance	5,120	5,120
1,735	1,686	1,905	2,500	2,500	5311	Record Preservation	2,400	2,400
0	335	289	350	350	5340	Cell Phone	300	300
3,047	1,128	2,862	1,620	1,620	5343	Postage	2,000	2,000
2,927	2,912	2,824	3,000	3,000	5421	Office Supplies	3,900	3,900
2,139	2,091	4,720	5,300	5,300	5422	Printing	0	0
0	512	0	0	0	5423	Precinct Change	0	0
4,189	2,742	4,830	4,150	4,150	5582	Election/TnMtg Expenses	12,600	12,600
5,059	6,278	5,835	6,570	6,570	5583	Census	6,810	6,810
412	352	49	365	365	5711	Mileage Reimbursement	365	365
0	0	0	500	500	5720	Out of State Travel	500	500
275	300	375	400	400	5731	Association Dues	400	400
110	79	87	100	100	5732	Subscriptions	100	100
625	753	478	800	800	5733	Education	800	800
626	0	0	0	0	5794	Office Equipment	0	0
<b>24,024</b>	<b>22,825</b>	<b>27,401</b>	<b>30,475</b>	<b>30,475</b>		<b>*Total Expense*</b>	<b>35,295</b>	<b>35,295</b>
<b>175,906</b>	<b>178,256</b>	<b>207,594</b>	<b>199,794</b>	<b>202,702</b>		<b>*Total Budget*</b>	<b>224,561</b>	<b>224,561</b>

## INSURANCE

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

The Town of Holden joined the State sponsored Group Insurance Commission (GIC) for FY 2013. The estimate for the FY 2015 budget is significantly less than FY 12. Since joining the GIC, it is estimated that overall the Town has saved approximately \$1.0 million in health insurance premium costs. The GIC will provide the FY 2015 premium information to the Town of Holden in early Spring.

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 FY 2015 Life Insurance budget also includes funding for the Town Manager's contractual insurance policies.

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 increase 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. FY15 budget has been level funded.
- 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	256,000	1,300	20,000	50,000
Water/Sewer	70,000	380	6,550	25,000
Solid Waste	2,500	15	225	0
Inspections	16,550	70	2,500	0
Recreation	6,300	0	0	5,000
After School	18,250	38	6,750	2,500
Cable	14,500	38	1,300	1,250
General Fund	1,325,000	14,000	86,000	160,000
Total	1,709,100	15,841	123,325	243,750

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
28,773	22,321	23,135	36,000	39,000	5171 Workers Compensation	40,000	40,000
72,025	74,828	81,577	85,000	82,000	5173 Town Medicare	86,000	86,000
6,316	6,242	5,611	7,500	13,450	5174 Life Insurance	14,000	14,000
1,310,668	1,424,277	1,136,460	1,200,000	1,150,000	5175 Health Insurance	1,325,000	1,325,000
8,094	26,019	0	25,000	26,260	5740 Unemployment Insurance	26,300	26,300
136,957	130,493	141,531	166,250	150,000	5741 Property/General Liability	160,000	160,000
3,076	12,618	28,460	32,000	32,291	5742 Police Accident Insurance	36,000	36,000
25,702	29,058	28,460	32,000	32,291	5743 Fire Accident Insurance	36,000	36,000
1,026	1,026	1,026	1,200	1,000	5744 Official Bonds	1,200	1,200
5,465	5,677	6,388	7,000	6,000	5746 Flexible Spending Account	7,000	7,000
1,700	750	0	0	0	5747 Health Reimbursement Account	0	0
1,599,802	1,733,309	1,452,648	1,591,950	1,532,292	<b>*Total Expense*</b>	1,731,500	1,731,500
1,599,802	1,733,309	1,452,648	1,591,950	1,532,292	<b>*Total Budget*</b>	1,731,500	1,731,500

**RETIREMENT**

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

Each year, a report is submitted to the Worcester Regional 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 other than the Holden Municipal Light Department 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 was phased in for FY 2013 and 2014. The FY 2015 assessment and subsequent years will reflect the result of the actuarial studies. This includes a specific assessment for the Holden Municipal Light Department.

The budget request for this Program Description is for only the General Fund portion of the assessment. 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 total savings of \$30,766.

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$253,084	\$13,516	\$266,600
Water/Sewer	\$77,259	\$6,216	\$83,475
Recreation Programs	\$15,000		\$15,000
Recreation After School	\$15,700		\$15,700
Solid Waste	\$3,150		\$3,150
Inspections	\$18,750		\$18,750
Cable TV	\$10,950		\$10,950
General Fund	\$1,151,265	\$34,330	\$1,185,595
Total	\$1,545,158	\$54,062	\$1,599,220

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

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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
687,705	802,434	931,617	1,064,165	1,063,564	5177	Retirement	1,185,595	1,185,595
687,705	802,434	931,617	1,064,165	1,063,564		*Total Expense*	1,185,595	1,185,595
687,705	802,434	931,617	1,064,165	1,063,564		*Total Budget*	1,185,595	1,185,595



**DEBT**

The Debt Service budget covers the principal and interest payments due during FY15. As of June 30, 2013, the total long-term debt outstanding for the Town of Holden was \$42,748,549.58 of which \$17,661,430.44 is considered to be inside the debt limit, and \$25,087,119.14 to be outside the debt limit. The Town of Holden authorized the replacement of the Mountview Middle School in April, 2013 and a Bond Anticipation Note in the amount of \$3,500,000 was issued for the initial construction costs.

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 \$1,960,498,100 resulting in a debt limit of \$98,024,905. 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 \$1,580,669.74. An additional Bond Anticipation Note will be borrowed for the Mountview Middle School construction in June of 2014 to meet the project's anticipated cash flow needs through FY 2015. Debt Service for the Public Safety Building is split between Debt-Excluded appropriation on the tax rate and the Infrastructure Investment Fund. The debt excluded number does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget.

The 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 \$22,889 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 (\$421,503) 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 \$547,889 must also be voted as a special article requiring a 2/3rds approval at town meeting.

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

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Manager FY 2015		
<b>EXEMPT DEBT</b>							<b>EXEMPT DEBT</b>	
2,809,664	2,814,849	2,816,896	2,805,576	2,805,576	5921 DE School Building	2,796,306	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 an estimated \$1,580,669.74. Debt Service for the Public Safety Building is split between Debt-Excluded appropriation on the tax rate and the Infrastructure Investment Fund.	
			35,000	34,903	DE Mt. View BAN	202,500		
544,025	595,312	645,465	610,300	610,300	5929 DE Public Safety Building	614,188		
0	0	0	43,927	43,927	5929 DE Add'l PSB	43,001		
3,353,689	3,410,161	3,462,361	3,494,803	3,494,706	sub-total	3,655,995		
<b>NON-EXEMPT DEBT</b>							<b>TRANSFER INTO IIF</b>	
0	0	67,259	65,890	65,890	Mountview Feasibility Study	64,501		
45,000	43,000	41,000	0	0	5915 Quint Fire Truck	0		
3,873	3,873	3,873	3,873	3,873	5925 Septic Repair	3,873		
71,229	71,871	71,871	71,871	71,871	5928 Connection Loan Debt	71,871		
		82,856	81,169	81,169	Capital Plan Borrowing FY12	79,458	Transfer of \$398,614 from the General Fund for projects authorized by the IIF plus the annual investment. Included in Recreation budget is an additional \$22,889 from the Recreation Revolving Fund into the IIF to offset a portion of the Municipal Pool debt. These funds total \$421,503 to be transferred into the IIF by Special Article.	
0	0	0	0	6,150	Capital Plan Borrowing FY15	6,150		
120,102	118,744	266,859	222,803	228,953	sub-total	225,853		
<b>INFRASTRUCTURE INVESTMENT FUND</b>								<b>TRANSFER OUT OF IIF</b>
64,000	64,000	64,000	64,000	64,000	5919 A Underground Utilities	64,000		
36,077	137,881	44,775	57,565	57,565	5923 A Additional IIF	159,614		
50,000	50,000	50,000	50,000	50,000	5891 A Senior Center	50,000		
41,700	41,600	0	0	0	A Public Building Repairs	0		
75,000	75,000	75,000	75,000	75,000	5923 A Public Safety Building	75,000	Projects whose debt service will be funded by a transfer from the IIF. The transfer of \$547,889 must also be voted as a special article requiring a 2/3rds approval at Town Meeting.	
50,000	50,000	50,000	50,000	50,000	5924 A Zottoli Purchase/Rec Fields	50,000		
316,777	418,481	283,775	296,565	296,565	sub-total	398,614		
3,790,568	3,947,386	4,012,995	4,014,171	4,020,224	*Total Expense*	4,280,462		
3,790,568	3,947,386	4,012,995	4,014,171	4,020,224	*Total Budget*	4,280,462		
<b>Infrastructure Investment Fund</b>								
216,053	215,943	216,053	219,449	219,449	Municipal Pool	222,889		
375,500	325,000	325,000	325,000	325,000	Public Safety Building	325,000		
591,553	540,943	541,053	544,449	544,449	*Total*	547,889		

## 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 2015

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, Milbury, 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. 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. In the spring of 2014, The Reserve on Salisbury will be completed. This project will bring 192 rental units into the Town housing mix.

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
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
176,586	174,612	128,198	132,558	133,149	Salary & Wages	137,475	137,475
17,914	27,670	96,257	98,830	98,830	Operating Expense	105,350	105,350
194,500	202,282	224,455	231,388	231,979	*Total Budget*	242,825	242,825

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
24,296	24,539	25,030	25,535	26,129	5110 Director of Growth Management	27,866	27,866
71,030	64,888	74,048	74,788	74,788	5111 Senior Planner	76,659	76,659
30,694	27,510	27,957	28,635	28,632	5112 Clerical	29,350	29,350
49,062	56,314	0	0	0	5114 Health Agent	0	0
1,065	1,124	792	1,850	1,850	5122 Clerical Meetings	1,850	1,850
439	237	371	1,750	1,750	5132 Overtime	1,750	1,750
<b>176,586</b>	<b>174,612</b>	<b>128,198</b>	<b>132,558</b>	<b>133,149</b>	<b>*Total Salary &amp; Wages*</b>	<b>137,475</b>	<b>137,475</b>
<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b># Personnel F/T</b>	<b>4.00</b>	<b>4.00</b>
<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
0	5,086	5,576	5,600	5,600	5298 Earth Day	7,800	7,800
1,500	1,500	1,499	1,500	1,500	5299 Greenway Task Force	1,500	1,500
1,031	1,023	1,540	1,000	1,000	5301 Advertising	1,000	1,000
0	6,365	0	2,000	2,000	5303 Consulting Services	2,500	2,500
0	0	1,500	1,500	1,500	5311 Software Purchase	1,000	1,000
978	651	976	650	650	5340 Cell Phones	650	650
1,496	1,718	1,825	3,000	3,000	5343 Postage	3,500	3,500
3,644	3,361	3,302	3,000	3,000	5421 Office Supplies	2,500	2,500
2,214	2,430	0	0	0	5500 Public Health Nursing	0	0
1,225	555	974	1,100	1,100	5509 Train/Educ/Programs	1,500	1,500
0	28	0	200	200	5510 Technical Ref Books	200	200
0	0	1,000	1,000	1,000	5582 Non Capital Equipment	1,500	1,500
0	0	0	0	0	5710 Car Allowance	0	0
221	591	0	1,250	1,250	5711 Mileage Reimbursement	1,250	1,250
3,763	3,763	4,179	4,300	4,300	5730 CMRPC Dues	5,000	5,000
758	444	866	850	850	5731 Association Dues	850	850
37	37	37	100	100	5732 Publications	100	100
328	0	300	300	300	5733 Expense of Meetings	300	300
0	118	5,935	2,500	2,500	5791 Economic Development	3,500	3,500
0	0	66,000	67,980	67,980	5793 Board of Health Regionalization	69,700	69,700
719	0	748	1,000	1,000	5794 Hardware Purchase	1,000	1,000
<b>17,914</b>	<b>27,670</b>	<b>96,257</b>	<b>98,830</b>	<b>98,830</b>	<b>*Total Expenses*</b>	<b>105,350</b>	<b>105,350</b>
<b>194,500</b>	<b>202,282</b>	<b>224,455</b>	<b>231,388</b>	<b>231,979</b>	<b>*Total Budget*</b>	<b>242,825</b>	<b>242,825</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Request FY 2015	Manager FY 2015
<b>PUBLIC SAFETY</b>							
Police Department	2,082,761	2,050,284	2,082,286	2,184,513	2,184,513	2,277,389	2,250,720
Animal Control	47,197	56,600	60,164	57,248	59,574	62,413	62,413
Sealer Wgts & Measures	3,147	3,447	3,233	3,600	3,600	3,600	3,600
Fire Department	1,202,159	946,078	988,376	1,132,766	1,111,633	1,214,357	1,204,357
EMS	811,186	880,120	839,615	810,033	833,933	856,362	836,362
Emergency Management	15,896	23,906	20,011	12,600	12,600	12,660	12,660
Public Safety Building	73,811	138,012	173,165	195,600	193,953	193,953	193,953
<b>TOTAL</b>	<b>4,236,157</b>	<b>4,098,447</b>	<b>4,166,850</b>	<b>4,396,360</b>	<b>4,399,806</b>	<b>4,620,734</b>	<b>4,564,065</b>

## **POLICE DEPARTMENT**

### **ADMINISTRATION**

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

### **CRIME PREVENTION**

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

### **INVESTIGATION**

It is the responsibility of this Unit to provide follow-up investigation of crimes committed against both persons and property within the Town. The Detective also provides vital coordination between other local agencies, state police agencies, and federal agencies. This Unit has had significant success in breaking major theft cases in the recent past. This Unit is also responsible for drug intervention through investigation and surveillance activities. The last few years 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.



## **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. Associated maintenance costs for such items as elevators, geo thermal pumps, CATV and security will be reflected as well.

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

<b>NOTES</b>
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
1,749,022	1,824,574	1,849,641	1,947,363	1,955,425	Salary & Wages	2,034,239	2,007,570
263,277	225,710	198,572	237,150	229,088	Operating Expense	243,150	243,150
70,462	0	34,073	0	0	Capital Outlay	0	0
<b>2,082,761</b>	<b>2,050,284</b>	<b>2,082,286</b>	<b>2,184,513</b>	<b>2,184,513</b>	<b>*Total Budget*</b>	<b>2,277,389</b>	<b>2,250,720</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
101,011	104,063	105,104	106,155	112,319	5110	Admin Chief of Police	117,689	98,020
73,038	80,814	82,345	82,449	84,731	5111	Admin Labor	88,152	88,152
36,574	37,678	36,452	38,441	38,441	5112	Admin Clerical	39,409	39,409
0	4,226	6,806	9,000	9,000	5113	Community Policing	10,000	10,000
326,302	323,384	282,159	444,370	398,505	5114	Crime Labor	403,071	403,071
121,751	107,394	65,499	69,312	130,965	5115	Invest Detectives	134,248	134,248
383,608	399,408	381,946	454,355	423,993	5116	Highway Patrolmen	461,973	461,973
270,626	289,134	400,743	233,183	227,724	5117	Support Dispatchers	241,221	241,221
53,562	60,669	54,527	65,000	65,000	5119	Support PT Officers & PSA's	65,000	65,000
14,277	22,528	36,712	54,000	48,044	5121	School Resource Officer	50,352	50,352
37,082	45,058	48,780	49,707	49,707	5122	Police Dept. Administrator	52,989	52,989
6,992	6,131	14,649	9,000	9,000	5132	Admin Special Details	10,000	10,000
11,194	26,061	29,896	35,750	35,750	5134	Court Overtime	35,750	35,750
36,478	46,828	40,721	36,000	36,000	5135	O T Misc & Training	40,000	40,000
55,319	42,205	30,170	25,750	25,750	5136	Highway OT Det/Invest	30,000	30,000
5,000	5,000	4,998	5,000	5,000	5140	Performance Bonus	5,000	5,000
		6,866	0	0	5141	Injured on Duty	0	0
2,150	2,150	2,150	2,150	2,150	5143	Physical Fitness	1,075	1,075
1,500	1,500	1,500	1,500	1,500	5144	Education	1,500	1,500
13,681	11,608	8,531	22,500	22,500	5147	Support Shift Differential	22,500	15,500
3,863	3,987	4,042	4,083	4,353	5148	Holiday Pay	4,527	4,527
195,014	204,748	205,045	199,658	224,993	5160	Education Stipend	219,783	219,783
<b>1,749,022</b>	<b>1,824,574</b>	<b>1,849,641</b>	<b>1,947,363</b>	<b>1,955,425</b>		<b>*Total Salary &amp; Wages*</b>	<b>2,034,239</b>	<b>2,007,570</b>
<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>		<b># Personnel F/T</b>	<b>25.00</b>	<b>25.00</b>
<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>		<b># Personnel P/T</b>	<b>12.00</b>	<b>12.00</b>

8,507	994	883	750	750	5212	Utilities	750	750
6,318	7,261	0	0	0	5214	Fuel	0	0
1,002	1,905	167	500	0	5231	Water/Sewer	0	0
39,158	38,370	35,731	37,000	37,000	5242	Equipment Maintenance	40,000	40,000

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
11,214	5,864	730	3,500	3,500	5244 Radio Maintenance	3,500	3,500
275	308	23	400	400	5248 Generator Maintenance	400	400
4,705	7,032	150	2,000	2,000	5304 Physicals	2,000	2,000
9,206	11,116	11,852	12,000	12,000	5340 Pager/Cell Phone	12,000	12,000
5,790	4,732	2,694	3,000	3,000	5342 Radio Lines	3,000	3,000
1,302	1,383	1,972	2,000	2,000	5343 Postage	2,000	2,000
44,499	49,988	51,630	56,000	56,000	5410 Petro Products	56,000	56,000
12,152	8,830	5,750	6,000	6,000	5421 Office Supplies	6,000	6,000
6,636	3,366	2,409	1,000	1,000	5430 Building Maintenance	1,000	1,000
23,045	19,619	23,015	25,000	25,000	5480 Vehicle Maintenance	25,000	25,000
393	787	406	500	500	5490 Prisoner Food	500	500
11,006	12,262	14,820	13,000	13,000	5509 Training & Education	15,000	15,000
0	250	80	750	750	5510 Safety Programs	750	750
30,819	28,339	29,680	37,000	37,000	5581 Uniforms	37,000	37,000
5,547	346	0	1,000	1,000	5582 Office Equipment	1,000	1,000
1,663	892	1,475	1,000	1,000	5584 Defib Equipment	1,000	1,000
2,796	1,906	3,713	2,000	2,000	5731 Association Dues	2,500	2,500
1,012	2,008	192	1,000	2,000	5732 General Laws	2,000	2,000
703	495	151	750	750	5733 Expense of Meetings	750	750
0	0	0	500	500	5787 Lockup Fees	500	500
35,247	17,464	11,049	30,000	21,438	5788 Traffic Lines	30,000	30,000
282	193	0	500	500	5789 Traffic Signs	500	500
70,462	0	34,073	0	0	5840 C Police Vehicle	0	0
<b>333,739</b>	<b>225,710</b>	<b>232,645</b>	<b>237,150</b>	<b>229,088</b>	<b>*Total Expense*</b>	<b>243,150</b>	<b>243,150</b>
<b>2,082,761</b>	<b>2,050,284</b>	<b>2,082,286</b>	<b>2,184,513</b>	<b>2,184,513</b>	<b>*Total Budget*</b>	<b>2,277,389</b>	<b>2,250,720</b>

## ANIMAL CONTROL

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

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

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

DEPARTMENT Police Department	FUNCTION Animal Control	FUNCTION CODE 01-292
DEPARTMENT HEAD George Sherrill	PREPARED BY George Sherrill	

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
40,732	45,541	51,446	47,198	48,024	Salary & Wages	51,863	51,863
6,465	11,059	8,718	10,050	11,550	Operating Expense	10,550	10,550
47,197	56,600	60,164	57,248	59,574	*Total Budget*	62,413	62,413

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
36,097	37,187	40,791	42,198	43,024	5113	Animal Control Officer	45,863	45,863
3,808	6,551	8,373	4,000	4,000	5114	Call Outs	5,000	5,000
827	1,803	2,282	1,000	1,000	5132	Overtime	1,000	1,000
40,732	45,541	51,446	47,198	48,024		*Total Salary & Wages*	51,863	51,863

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
450	696	524	750	750	5343	Postage	750	750
1,532	2,668	3,168	3,000	3,000	5382	Dog Expense	3,000	3,000
2,203	3,119	3,404	2,800	2,800	5410	Petro	2,800	2,800
1,216	790	0	1,000	2,500	5480	Vehicle Maintenance	1,500	1,500
7	0	477	500	500	5510	Education	500	500
907	902	941	800	800	5581	Uniforms	800	800
150	2,759	79	750	750	5582	Equipment	750	750
0	125	125	250	250	5731	Association Dues	250	250
6,465	11,059	8,718	10,050	11,550		*Town Expense*	10,550	10,550
47,197	56,600	60,164	57,248	59,574		*Total Budget*	62,413	62,413

## 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.

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

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

<b>DEPARTMENT</b> Sealer Weights & Measures	<b>FUNCTION</b> Consumer Protection	<b>FUNCTION CODE</b> 01-244
<b>DEPARTMENT HEAD</b> George R. Sherrill	<b>PREPARED BY</b> Edward Seidler	

<b>NOTES</b>
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
2,500	2,500	2,500	2,500	2,500	Salary & Wages	2,500	2,500
647	947	733	1,100	1,100	Operating Expense	1,100	1,100
<b>3,147</b>	<b>3,447</b>	<b>3,233</b>	<b>3,600</b>	<b>3,600</b>	<b>*Total Budget*</b>	<b>3,600</b>	<b>3,600</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
2,500	2,500	2,500	2,500	2,500	5120 Sealer Wghts/Measures	2,500	2,500
<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>*Total Salary &amp; Wages*</b>	<b>2,500</b>	<b>2,500</b>

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

122	577	273	500	500	5582 Supplies	500	500
250	250	250	300	300	5710 Car Allowance	300	300
275	120	210	300	300	5731 Association Dues/Ed	300	300
<b>647</b>	<b>947</b>	<b>733</b>	<b>1,100</b>	<b>1,100</b>	<b>*Total Expense*</b>	<b>1,100</b>	<b>1,100</b>
<b>3,147</b>	<b>3,447</b>	<b>3,233</b>	<b>3,600</b>	<b>3,600</b>	<b>*Total Budget*</b>	<b>3,600</b>	<b>3,600</b>



## FIRE OPERATIONS

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

Under the direction of the Chief, 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. In 2014 we have also received a \$3,018 grant to begin Fire Safety for our Seniors in Holden.

**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. Inspections, permits 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.

In 2014 we had two members accepted into the State Hazardous Materials Team. As members of the State team our firefighters respond around the State to major Haz-Mat incidents. The State reimburses the town for training and Haz-Mat calls and an annual physical. A number of our members are also training to be Tech-Rescue (Technical Rescue) certified. Following the Paquette incident in July of 2012 we have put a priority on technical rescue training and capabilities.

**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 66 paid employees which includes fulltime/on-call members, administration staff, and auxiliary members and 45 volunteer members including the CERT team members and Fire Explorers, for a total of 112 department 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.

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
912,389	805,316	841,333	987,666	966,533	Salary & Wages	1,069,257	1,059,257
144,353	131,275	136,580	134,600	134,600	Operating Expense	134,600	134,600
145,417	9,487	10,463	10,500	10,500	Capital Outlay	10,500	10,500
<b>1,202,159</b>	<b>946,078</b>	<b>988,376</b>	<b>1,132,766</b>	<b>1,111,633</b>	<b>*Total Budget*</b>	<b>1,214,357</b>	<b>1,204,357</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
101,011	104,063	105,104	106,155	106,155	5110 Chief	117,689	117,689
66,407	70,495	97,231	84,533	84,533	5111 Assistant Chief	87,238	87,238
28,623	27,889	30,051	39,760	39,760	5112 Clerical	40,768	40,768
300,388	351,553	345,176	406,013	380,000	5113 Firefighters Full Time	403,996	403,996
25,845	0	0	0	0	5115 Additional Firefighters	46,303	46,303
6,092	6,276	6,326	6,402	6,402	5117 Deputy Chiefs	6,562	6,562
128,840	88,676	93,185	161,600	161,600	5118 Call Firefighters	165,640	165,640
15,929	12,367	9,733	0	0	5119 Clerical Part Time	0	0
102,396	75,479	84,898	100,000	90,000	5132 Overtime	100,000	100,000
14,900	15,885	14,830	15,220	15,600	5133 Weekend Coverage	15,600	15,600
73,519	3,556	6,386	15,000	25,000	5141 IOD	25,000	15,000
1,100	813	998	750	500	5147 Shift Lead Pay	500	500
47,339	48,264	47,415	52,233	52,233	5148 Holiday Pay	55,211	55,211
			0	3,000	EMT Stipends	3,000	3,000
			0	1,750	Education Stipends	1,750	1,750
<b>912,389</b>	<b>805,316</b>	<b>841,333</b>	<b>987,666</b>	<b>966,533</b>	<b>*Total Salary &amp; Wages*</b>	<b>1,069,257</b>	<b>1,059,257</b>

9.00	9.00	10.00	10.00	10.00	# Personnel F/T	11.00	11.00
2.00	2.00	2.00	0.00	0.00	# Personnel P/T	0.00	0.00
39.00	39.00	41.00	47.00	47.00	# Personnel On-Call	50.00	50.00

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
8,273	4,938	3,504	4,000	4,000	5212 Utilities	4,000	4,000
614	1,575	1,674	1,500	1,500	5231 Water/Sewer	1,500	1,500
5,545	2,636	2,653	5,000	6,000	5244 Radio Maintenance	6,000	6,000
2,080	2,035	2,031	2,100	2,100	5249 Radio Alarm System	2,100	2,100
2,032	4,320	3,854	4,600	4,600	5340 Cell Phone/Pagers	4,600	4,600
15,990	16,939	19,432	23,000	23,000	5410 Petro Products	23,000	23,000
9,673	5,297	4,843	5,000	4,500	5421 Office Supplies	4,500	4,500
7,163	4,977	2,860	5,000	4,500	5430 Building Maintenance	4,500	4,500
21,448	30,619	23,224	25,000	25,000	5480 Vehicle Maintenance	25,000	25,000
975	340	990	1,000	1,000	5490 Emergency Food	1,000	1,000
4,037	1,935	1,060	3,000	2,000	5500 Medical/Physicals	2,000	2,000
20,480	7,627	15,753	10,000	9,000	5510 Train/Education/Programs	9,000	9,000
9,884	7,601	7,796	8,000	8,000	5512 Call Firefighter Retention	8,000	8,000
16,249	13,234	17,699	13,000	9,000	5581 Uniforms	9,000	9,000
0	0	0	0	3,500	5581 Uniform Allowance	3,500	3,500
16,360	21,512	17,025	13,400	13,400	5582 Equipment/Hose	13,400	13,400
105	0	0	0	0	5584 Medical Supplies/Equip.	0	0
451	367	952	500	500	5711 Mileage Reimbursement	500	500
2,994	123	2,781	3,000	3,000	5720 Out of State Travel	3,000	3,000
0	5,200	8,449	7,500	10,000	5783 Licenses and Fees	10,000	10,000
145,417	9,487	10,463	10,500	10,500	5870 Radio/Pager Purchase	10,500	10,500
<b>289,770</b>	<b>140,762</b>	<b>147,043</b>	<b>145,100</b>	<b>145,100</b>	<b>*Total Expenses*</b>	<b>145,100</b>	<b>145,100</b>
<b>1,202,159</b>	<b>946,078</b>	<b>988,376</b>	<b>1,132,766</b>	<b>1,111,633</b>	<b>*Total Budget*</b>	<b>1,214,357</b>	<b>1,204,357</b>

## 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. We work to provide the community with the highest quality and most effective emergency medical service possible.

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

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

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

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
598,930	680,453	709,296	661,133	685,933	Salary & Wages	709,362	689,362
127,391	114,802	130,319	148,900	148,000	Operating Expense	147,000	147,000
84,865	84,865	0	0	0	Capital Outlay	0	0
<b>811,186</b>	<b>880,120</b>	<b>839,615</b>	<b>810,033</b>	<b>833,933</b>	<b>*Total Budget*</b>	<b>856,362</b>	<b>836,362</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
54,417	63,509	52,767	58,362	58,362	5111	EMS Coordinator	59,593	59,593
12,808	13,795	14,251	35,133	35,133	5112	Clerical	32,112	32,112
386,643	434,206	453,883	450,938	450,938	5113	Firefighters	466,157	466,157
26,494	32,453	36,345	15,000	15,000	5114	Paramedics (Per Diem)	15,000	15,000
26,016	29,110	4,335	20,200	15,000	5118	Call Firefighters	15,000	15,000
91,352	105,880	145,465	80,000	110,000	5132	Overtime	120,000	100,000
1,200	1,500	2,250	1,500	1,500	5140	EMS Coordinator Stipend	1,500	1,500
<b>598,930</b>	<b>680,453</b>	<b>709,296</b>	<b>661,133</b>	<b>685,933</b>		<b>*Total Salary &amp; Wages*</b>	<b>709,362</b>	<b>689,362</b>
<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>		<b># Personnel F/T</b>	<b>10.00</b>	<b>10.00</b>
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
<b>7.00</b>	<b>7.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># On-Call/Per Diem</b>	<b>3.00</b>	<b>3.00</b>
6,023	4,765	6,190	6,900	9,000	5244	Equipment Maintenance	10,000	10,000
2,120	1,321	1,480	1,500	1,500	5340	Cell Phones/Pagers	1,500	1,500
10,200	12,330	13,792	18,000	18,000	5410	Petro Products	18,000	18,000
1,281	462	193	500	500	5421	Office Supplies	500	500
13,688	10,361	7,435	12,000	12,000	5480	Vehicle Maintenance	11,000	11,000
4,335	3,914	4,644	6,000	5,000	5510	Train/Education/Programs	4,000	4,000
15,910	5,823	10,022	12,000	10,000	5581	Uniforms	10,000	10,000
0	0	0	4,500	4,500	5581	Uniform Allowance	4,500	4,500
38,880	34,996	36,305	40,000	40,000	5584	Medical Supplies/Equip.	40,000	40,000
8,480	13,317	15,917	16,000	16,000	5783	Licenses and Fees	16,000	16,000
26,474	27,513	34,341	31,500	31,500	5784	Billing Contractor	31,500	31,500
84,865	84,865	0	0	0	5870 C	Capital Outlay	0	0
<b>212,256</b>	<b>199,667</b>	<b>130,319</b>	<b>148,900</b>	<b>148,000</b>		<b>*Total Expenses*</b>	<b>147,000</b>	<b>147,000</b>
<b>811,186</b>	<b>880,120</b>	<b>839,615</b>	<b>810,033</b>	<b>833,933</b>		<b>*Total Budget*</b>	<b>856,362</b>	<b>836,362</b>

## EMERGENCY MANAGEMENT

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

Natural Emergencies around the world are on the rise and this has given greater emphasis on emergency management planning. For the FY2015 budget the department is requesting an additional day time position that will in part assist with the emergency planning process and managing events.

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



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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
9,365	11,246	14,679	5,000	5,000	Salary & Wages	5,000	5,000
6,531	12,660	5,332	7,600	7,600	Operating Expense	7,660	7,660
<b>15,896</b>	<b>23,906</b>	<b>20,011</b>	<b>12,600</b>	<b>12,600</b>	<b>*Total Budget*</b>	<b>12,660</b>	<b>12,660</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
9,365	11,246	9,679	0	0	5112 Clerical	0	0
0	0	5,000	5,000	5,000	5120 Stipend	5,000	5,000
<b>9,365</b>	<b>11,246</b>	<b>14,679</b>	<b>5,000</b>	<b>5,000</b>	<b>*Total Salary &amp; Wages*</b>	<b>5,000</b>	<b>5,000</b>

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

488	477	669	0	0	5421 Office Supplies	0	0
0	20	105	600	600	5430 Cell Phone	660	660
0	8,033	457	2,000	2,000	5510 Training	2,000	2,000
6,043	4,130	4,101	5,000	5,000	5582 Emergency Supplies	5,000	5,000
<b>6,531</b>	<b>12,660</b>	<b>5,332</b>	<b>7,600</b>	<b>7,600</b>	<b>*Total Expense*</b>	<b>7,660</b>	<b>7,660</b>
<b>15,896</b>	<b>23,906</b>	<b>20,011</b>	<b>12,600</b>	<b>12,600</b>	<b>*Total Budget*</b>	<b>12,660</b>	<b>12,660</b>

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
0	0	0	0	0	Salary & Wages	0	0
0	138,012	173,165	195,600	193,953	Operating Expense	193,953	193,953
0	138,012	173,165	195,600	193,953	*Total Budget*	193,953	193,953

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
39,196	54,076	57,047	64,500	64,500	5212 PSB Utilities	64,500	64,500
3,705	6,982	5,134	4,600	4,600	5214 PSB Fuel	4,600	4,600
1,990	12,329	8,757	11,000	11,000	5231 PSB Water Sewer	11,000	11,000
6,781	24,753	62,853	35,000	62,853	5242 PSB Mechanical	62,853	62,853
0	0	0	28,000	0	5242 Maint. Contracts	0	0
0	735	1,063	4,500	3,000	5248 Generator Maintenance	3,000	3,000
17,970	34,545	33,064	35,000	35,000	5430 PSB Cleaning	35,000	35,000
4,169	4,592	5,247	13,000	13,000	5450 PSB Cleaning Supplies	13,000	13,000
73,811	138,012	173,165	195,600	193,953	*Total Expenses*	193,953	193,953
73,811	138,012	173,165	195,600	193,953	*Total Budget*	193,953	193,953

	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Request FY 2015	Manager FY 2015
<b>PUBLIC WORKS</b>							
Administration	165,281	144,425	159,158	166,200	167,600	174,145	174,145
Engineering	92,967	185,640	299,365	257,757	257,157	263,172	263,172
Highway Division	1,265,121	993,274	1,271,148	1,191,608	1,194,498	1,218,817	1,213,817
Mechanics Division	145,436	176,959	183,127	186,975	187,145	191,038	191,038
Buildings/Grounds	641,864	650,586	639,367	739,344	719,170	713,091	716,199
Garage Division	75,125	40,527	48,769	60,650	61,150	51,500	51,500
<b>TOTAL</b>	<b>2,385,794</b>	<b>2,191,411</b>	<b>2,600,934</b>	<b>2,602,534</b>	<b>2,586,720</b>	<b>2,611,763</b>	<b>2,609,871</b>

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

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

The Department of Public Works - (General Fund) is comprised of five (5) Divisions: Administration; Engineering; Highway; Building & Grounds, and; Mechanics. The Department of Public Works (DPW) is responsible for the planning, design, operations and management of the Town's public works infrastructure and/or assets. The professional staff also provides technical and/or management expertise to other municipal departments and town officials. Holden's infrastructure includes: 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 DPW (General Fund) consists of a talented group of twenty-four (24) professionals who include the following: Director of Public Works, Senior Civil Engineer, Civil Engineer II, Office Manager, Superintendent of Operations, 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 of Public Works, 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.

## TOWN OF HOLDEN

## FY 2015 BUDGET

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

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
60,006	83,177	99,462	104,107	104,107	5110	DPW Director	108,809	108,809
48,109	0	0	0	0	5111	Assistant Director	0	0
50,850	52,487	53,012	53,543	53,543	5112	Clerical	56,586	56,586
<b>158,965</b>	<b>135,664</b>	<b>152,474</b>	<b>157,650</b>	<b>157,650</b>		<b>*Total Salary &amp; Wages*</b>	<b>165,395</b>	<b>165,395</b>
<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>		<b># Personnel F/T</b>	<b>2.00</b>	<b>2.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
602	112	165	300	300	5244	Radio Maintenance	300	300
388	621	609	625	625	5340	Pagers/Cell Phone	625	625
231	310	244	300	300	5343	Postage	300	300
1,211	808	1,367	1,500	1,600	5410	Petro Products	1,500	1,500
2,346	3,434	2,007	2,450	2,450	5421	Office Supplies	2,450	2,450
290	131	383	400	400	5422	Printing	400	400
117	770	947	750	750	5480	Vehicle Maintenance	800	800
0	0	0	225	225	5584	Safety Wear	125	125
925	716	775	1,400	1,400	5731	Association Dues	1,400	1,400
13	0	0	100	100	5732	Books & Periodicals	100	100
193	1,859	187	500	1,800	5733	Expense of Meetings	750	750
<b>6,316</b>	<b>8,761</b>	<b>6,684</b>	<b>8,550</b>	<b>9,950</b>		<b>*Total Expenses*</b>	<b>8,750</b>	<b>8,750</b>
<b>165,281</b>	<b>144,425</b>	<b>159,158</b>	<b>166,200</b>	<b>167,600</b>		<b>*Total Budget*</b>	<b>174,145</b>	<b>174,145</b>

*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.

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.

## TOWN OF HOLDEN

## FY 2015 BUDGET

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

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
30,325	140,194	123,358	135,332	135,332	Salary & Wages	141,497	141,497
62,642	45,446	176,007	122,425	121,825	Operating Expense	121,675	121,675
92,967	185,640	299,365	257,757	257,157	*Total Budget*	263,172	263,172

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
30,325	140,194	123,358	135,332	135,332	5111 Engineers	141,497	141,497
30,325	140,194	123,358	135,332	135,332	*Total Salary & Wages*	141,497	141,497
1.00	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	0.00	0.00

19,850	19,867	117,301	50,000	50,000	5299	Post Closure Monitoring	50,000	50,000
10,000	0	3,389	10,000	10,000	5303	Consulting Services	10,000	10,000
0	0	5,244	3,900	2,500	5306	Design Software	2,500	2,500
0	0	0	10,000	10,000	5311	GIS	10,000	10,000
443	551	642	600	600	5340	Pagers/Cell Phones	600	600
137	132	136	500	500	5343	Postage	500	500
803	1,566	1,469	1,400	1,900	5410	Petro Products	1,750	1,750
726	42	46	1,500	1,500	5480	Vehicle Maintenance	1,500	1,500
2,114	2,924	2,107	2,700	2,700	5582	Equip/Supplies	2,700	2,700
0	0	0	425	225	5584	Safety Wear	225	225
0	2	345	100	100	5710	Car Allowance/Mileage	100	100
0	297	418	500	1,000	5731	Association Dues	1,000	1,000
25,450	20,000	44,750	40,000	40,000	5732	Storm Water NPDES Permit	40,000	40,000
0	65	160	800	800	5733	Expense of Meetings	800	800
3,119	0	0	0	0	5734	Princeton St. Bridge	0	0
62,642	45,446	176,007	122,425	121,825		*Total Expenses*	121,675	121,675
92,967	185,640	299,365	257,757	257,157		*Total Budget*	263,172	263,172



*Highway*

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

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

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

This Division also works closely with the Buildings & Grounds Division to 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.

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

<b>NOTES</b>
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
403,265	458,228	476,455	498,038	498,448	Salary & Wages	517,517	512,517
302,329	277,704	281,518	318,570	321,050	Operating Expense	326,300	326,300
359,534	257,342	513,175	375,000	375,000	Snow Removal	375,000	375,000
199,993	0	0	0	0	Capital Outlay	0	0
<b>1,265,121</b>	<b>993,274</b>	<b>1,271,148</b>	<b>1,191,608</b>	<b>1,194,498</b>	<b>*Total Budget*</b>	<b>1,218,817</b>	<b>1,213,817</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
37,281	75,751	79,551	82,714	82,714	5111	Supervisor	87,238	87,238
333,338	348,243	363,078	373,934	373,934	5116	Labor	386,679	386,679
5,120	4,000	3,880	9,900	9,900	5118	Seasonal Labor	9,900	9,900
9,459	14,066	13,497	20,000	20,000	5132	Overtime	20,000	15,000
5,516	5,880	6,090	5,000	6,000	5140	Police Details	6,000	6,000
801	212	283	1,090	500	5142	Out of Class	500	500
11,750	10,076	10,076	5,400	5,400	5143	Incentive Pay/Bonus	7,200	7,200
403,265	458,228	476,455	498,038	498,448		<b>*Total Salary &amp; Wages*</b>	<b>517,517</b>	<b>512,517</b>
9.00	9.00	9.00	9.00	9.00		<b># Personnel F/T</b>	<b>9.00</b>	<b>9.00</b>
0.00	0.00	0.00	0.00	0.00		<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
1.00	1.00	1.00	1.00	1.00		<b># Personnel Seasonal</b>	<b>1.00</b>	<b>1.00</b>
108,000	108,000	108,000	108,500	108,500	5211	Light Power/Street Lights	108,500	108,500
2,000	1,803	2,000	8,000	8,000	5271	Leased Equipment	8,000	8,000
3,012	3,989	3,459	3,500	3,500	5340	Pagers/Cell Phones	3,600	3,600
10,111	14,640	12,163	14,000	14,000	5410	Petro Products	14,000	14,000
15,775	24,158	20,875	21,750	24,000	5411	Diesel Fuel	26,000	26,000
84,032	68,909	74,497	70,000	70,000	5480	Vehicle Maintenance	72,000	72,000
6,565	5,606	5,291	7,000	7,000	5531	Stock	7,000	7,000
1,051	1,087	1,586	1,300	2,300	5532	Tools	2,000	2,000
9,597	10,450	11,609	20,000	20,000	5537	Miscellaneous Drainage	20,000	20,000
36,269	19,790	20,952	37,000	37,000	5538	Road/Patch	37,000	37,000
6,196	6,349	3,715	6,000	6,000	5541	Street Sweeper	6,000	6,000
4,422	5,150	5,250	6,250	3,000	5581	Uniforms	3,000	3,000
0	0	0	4,550	4,550	5584	Safety Wear	3,000	3,000
870	485	1,325	720	1,200	5783	Licenses	1,200	1,200
9,579	7,288	10,796	10,000	12,000	5789	Signs	15,000	15,000
199,993	0	0	0	0	5810 C	Resurfacing/Sealing	0	0
359,534	257,342	513,175	375,000	375,000	5890	Snow Removal	375,000	375,000
4,850	0	0	0	0	5813	Newell Rd. Culvert	0	0
861,856	535,046	794,693	693,570	696,050		<b>*Total Expenses*</b>	<b>701,300</b>	<b>701,300</b>
1,265,121	993,274	1,271,148	1,191,608	1,194,498		<b>*Total Budget*</b>	<b>1,218,817</b>	<b>1,213,817</b>

***Mechanics Division***

The Mechanics Division maintains a town wide equipment inventory and provides scheduled, routine, specialized and emergency mechanical services for over one hundred and twenty (120) pieces of Town-owned heavy equipment, vehicles and construction-related equipment (except for the public schools). The ownership of these pieces of equipment is distributed as follows: DPW (70), Police/Fire Department (30) and Other Departments (20). This group also services the water and sewer pumping stations, generators and fuel storage tanks to assure that all equipment is ready, reliable and safe for day-to-day and emergency-related use.

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

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
127,624	159,726	161,781	168,045	168,045	Salary & Wages	172,138	172,138
17,812	17,233	21,346	18,930	19,100	Operating Expense	18,900	18,900
<b>145,436</b>	<b>176,959</b>	<b>183,127</b>	<b>186,975</b>	<b>187,145</b>	<b>*Total Budget*</b>	<b>191,038</b>	<b>191,038</b>
20,000	17,000	17,000	17,000	17,000	Indirects Included:		
35,000	43,000	40,000	40,000	40,000	HMLD Charge	17,000	17,000
<b>55,000</b>	<b>60,000</b>	<b>57,000</b>	<b>57,000</b>	<b>57,000</b>	Water Sewer Enterprise	40,000	40,000
					<b>Indirects</b>	<b>57,000</b>	<b>57,000</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
126,820	158,936	161,318	163,825	163,825	5116	Equipment Mechanics	167,918	167,918
324	306	277	1,320	1,320	5132	Overtime	1,320	1,320
480	484	186	200	200	5142	Working Out of Class	200	200
0	0	0	2,700	2,700	5143	Incentive Plan	2,700	2,700
<b>127,624</b>	<b>159,726</b>	<b>161,781</b>	<b>168,045</b>	<b>168,045</b>		<b>*Total Salary &amp; Wages*</b>	<b>172,138</b>	<b>172,138</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>	<b>3.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
1,119	1,106	912	1,100	1,050	5340	Pagers/Cell Phones	1,100	1,100
2,009	3,689	5,976	1,500	1,500	5410	Petro Products	2,100	2,100
0	0	0	2,100	2,100	5411	Diesel	2,100	2,100
4,082	2,486	3,534	2,500	2,500	5480	Vehicle Maintenance	2,500	2,500
7,814	7,138	6,991	7,500	7,500	5532	Mechanic Tools	7,500	7,500
2,458	2,509	3,035	2,250	2,250	5581	Uniforms	1,800	1,800
0	0	0	1,580	1,400	5584	Safety Wear	1,000	1,000
330	305	898	400	800	5783	Licenses	800	800
<b>17,812</b>	<b>17,233</b>	<b>21,346</b>	<b>18,930</b>	<b>19,100</b>		<b>*Total Expenses*</b>	<b>18,900</b>	<b>18,900</b>
<b>145,436</b>	<b>176,959</b>	<b>183,127</b>	<b>186,975</b>	<b>187,145</b>		<b>*Total Budget*</b>	<b>191,038</b>	<b>191,038</b>

***Buildings & Grounds***

The Buildings & Grounds Division is responsible to provide safe and usable recreational and one hundred and forty (140) acres of open area assets for our residents. Our town-owned assets include twelve (12) town-owned buildings, seven (7) parks, eight (8) sports fields, four (4) indoor facilities, two (2) pools, one (1) beach, three (3) playground areas, three (3) outdoor courts, and over ten (10) miles of nature trails. This Division also provides field maintenance, litter control/management and snow and ice removal/maintenance. This Division is also responsible for the operation, maintenance and/or 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, Public Safety Buildings, 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 2013, we had twelve (12) cremation burials and twenty (20) full burials.

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
385,339	394,448	403,858	444,519	426,295	Salary & Wages	421,091	426,091
256,525	256,138	235,509	294,825	292,875	Operating Expense	292,000	290,108
<b>641,864</b>	<b>650,586</b>	<b>639,367</b>	<b>739,344</b>	<b>719,170</b>	<b>*Total Budget*</b>	<b>713,091</b>	<b>716,199</b>
20,000	25,000	25,000	25,000	25,000	Indirects Included:		
20,000	25,000	25,000	25,000	25,000	4271 Recreation charges	25,000	25,000
					<b>Indirects</b>	<b>25,000</b>	<b>25,000</b>



Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
342,403	352,624	349,016	362,585	362,585	5116	Labor	372,881	372,881
0	0	14,378	35,000	16,000		PT Temp Facility Manager	0	5,000
21,825	18,682	16,893	20,610	20,610	5118	Seasonal Labor	20,610	20,610
19,672	21,420	22,495	20,000	21,000	5132	Overtime	22,000	22,000
291	572	215	724	500	5142	Out of Class	500	500
1,148	1,150	861	5,600	5,600	5143	Incentive Plan	5,100	5,100
<b>385,339</b>	<b>394,448</b>	<b>403,858</b>	<b>444,519</b>	<b>426,295</b>		<b>*Total Salary &amp; Wages*</b>	<b>421,091</b>	<b>426,091</b>
<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>		<b># Personnel F/T</b>	<b>8.00</b>	<b>8.00</b>
<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel P/T Temporary</b>	<b>0.00</b>	<b>1.00</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Seasonal</b>	<b>3.00</b>	<b>3.00</b>
28,069	30,712	28,930	30,000	30,000	5212	Utilities	30,000	30,000
31,593	31,869	33,815	39,500	33,000	5214	Fuel	33,000	33,000
18,262	17,663	18,448	20,600	25,000	5231	Water & Sewer	25,000	25,000
5,028	3,405	1,761	4,500	4,500	5242	Equipment Repair	4,500	4,500
14,072	14,781	7,056	10,000	10,000	5247	Elevator Maintenance	10,000	10,000
10,321	12,395	12,071	12,000	12,000	5249	Alarm Monitor	12,000	12,000
3,203	2,998	3,032	3,100	3,100	5340	Pagers/Cell Phone	3,000	3,000
40,699	38,010	30,559	25,200	28,000	5341	Telephone	28,000	28,000
19,120	21,826	22,069	12,250	12,250	5410	Petro Products	12,250	12,250
0	0	0	12,100	13,000	5411	Diesel Fuel	13,200	13,200
527	434	752	525	525	5421	Office Supplies	600	600
15,235	21,469	17,223	42,000	42,000	5430	Building Maintenance	42,000	42,000
12,124	12,614	10,606	12,500	12,500	5450	Building Supplies	12,500	10,608
16,986	15,787	14,354	22,000	22,000	5460	Parks Maintenance	22,000	22,000
5,507	6,844	7,251	14,000	11,000	5462	Grave Maintenance	11,000	11,000
23,669	17,054	19,687	21,000	21,000	5480	Vehicle Maintenance	21,000	21,000
1,909	2,032	2,309	3,500	3,500	5532	Tools	3,500	3,500
3,881	4,775	4,786	4,050	3,500	5581	Uniforms	3,000	3,000
0	0	0	4,250	4,250	5584	Safety Wear	3,000	3,000
75	75	117	350	350	5731	Association Dues	350	350
75	1,395	683	1,400	1,400	5783	Licenses	2,100	2,100
6,170	0	0	0	0		Hazardous Waste Facility	0	0
<b>256,525</b>	<b>256,138</b>	<b>235,509</b>	<b>294,825</b>	<b>292,875</b>		<b>*Total Expenses*</b>	<b>292,000</b>	<b>290,108</b>
<b>641,864</b>	<b>650,586</b>	<b>639,367</b>	<b>739,344</b>	<b>719,170</b>		<b>*Total Budget*</b>	<b>713,091</b>	<b>716,199</b>

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

<b>NOTES</b>
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
75,125	40,527	48,769	60,650	61,150	Operating Expense	51,500	51,500
75,125	40,527	48,769	60,650	61,150	*Total Budget*	51,500	51,500

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
11,085	11,249	10,997	11,500	11,500	5212 Utilities	11,500	11,500
22,384	12,196	12,326	16,000	16,000	5214 Fuel / Natural Gas	16,000	16,000
1,209	1,696	1,758	1,650	1,650	5231 Water & Sewer	2,000	2,000
1,439	2,535	2,126	1,500	2,000	5342 Radio Lines	2,000	2,000
39,008	12,851	21,562	30,000	30,000	5430 Building Maintenance	20,000	20,000
75,125	40,527	48,769	60,650	61,150	*Total Expenses*	51,500	51,500
75,125	40,527	48,769	60,650	61,150	*Total Budget*	51,500	51,500

## TOWN OF HOLDEN

## FY 2015 BUDGET

	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Request FY 2015	Manager FY 2015
<b>OTHER FUNDS</b>							
Water/Sewer Enterprise Fund	5,078,071	5,352,496	5,743,349	6,300,798	6,024,635	6,585,090	6,585,090
Water/Sewer Stabilization Fund	222,467	193,836	103,948	104,883	104,883	104,883	104,883
DPW Depreciation Fund	250,792	282,962	349,935	504,195	504,195	504,195	504,195
Recreation Revolving Fund	306,928	306,384	285,019	381,685	355,447	345,065	445,065
Before/After School Revolving Fund	275,505	287,650	289,864	326,609	310,180	334,728	334,228
Cable Revolving Fund	171,555	182,033	239,790	313,034	304,254	306,560	306,560
Solid Waste Revolving Fund	1,011,182	1,049,878	1,035,984	1,152,543	1,095,750	1,158,423	1,158,423
Inspection Revolving Fund	208,669	200,985	191,258	223,770	217,975	241,829	241,829
Fire Vehicle Stabilization Fund	195,904	203,030	155,777	408,809	408,809	408,809	408,809
General Stabilization Fund	0	302,252	677,681	1,437,961	1,437,961	2,115,821	2,115,821
Infrastructure Investment Fund	1,775,392	1,672,280	1,553,682	1,441,127	1,441,127	1,314,741	1,314,741
<b>TOTAL</b>	<b>9,496,465</b>	<b>10,033,786</b>	<b>10,626,287</b>	<b>12,595,414</b>	<b>12,205,216</b>	<b>13,420,144</b>	<b>13,519,644</b>

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

*"The principal mission and focus of the Holden Department of Public Works- Water & Sewer Division is to enhance the quality of life for all residents, businesses and visitors of Holden through responsible and sound management, innovation, teamwork and vision, and to provide dependable, high quality, responsive public works water and sewer 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 DPW Clerk, Water & Sewer Foreman, one (1) Water Operator III, one (1) Water Operator II, and four (4) 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 DPW 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 DPW 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 DPW Clerk processes all reports related to water sampling, collection, testing and production for submission to MassDEP, USEPA and/or other regulatory agencies. All division payroll, personnel forms, and accounts are processed through the DPW 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 FY2014 and to estimate the rate revenues for the FY2015 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.

### ***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 FY 2013, a total of approximately 495 million gallons of water was produced and/or purchased (seventy-four (74) percent produced and twenty-six (26) percent purchased), all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

### ***Sewer Collection Systems***

There are 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-six (26) 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 2013, a total of 385 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 approximately 5,800 water customer accounts and 4,500 sewer customer accounts. In FY 2013, a volume of 255 million gallons of sewage was billed and a volume of 377 million gallons of water was billed. In FY 2013, water billings increased by 2.3-percent and sewer billings increased by 0.08-percent, as compared to FY 2012.

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION Description	Request FY 2015	Manager FY 2015
524,562	493,339	513,114	537,604	519,608	Salary & Wages	574,370	574,370
4,553,509	4,767,320	4,986,473	5,273,194	5,015,027	Operating Expenses	5,613,220	5,613,220
0	91,837	243,762	490,000	490,000	Capital Outlay	397,500	397,500
5,078,071	5,352,496	5,743,349	6,300,798	6,024,635	<b>Total Budget</b>	6,585,090	6,585,090

					FINANCING PLAN			
4,491,176	5,087,295	5,476,391	5,407,174	5,453,174	4210	Water Rates	5,407,174	5,407,174
17,859	16,137	27,270	10,000	10,000	4220	Water Miscellaneous	10,000	10,000
62,450	73,350	141,050	54,000	300,000	4221	Water Connections	55,000	55,000
171,760	176,637	198,287	191,044	191,044	4222	Tower Rental	153,173	153,173
0	0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
990	1,344	810	900	900	4227	Septage UBWPAD	900	900
867	0	5,674	221	5,000	4280	Interest	5,000	5,000
3,308	2,141	4,992	2,125	3,000	4320	Liens	3,000	3,000
72,723	62,146	375,455	50,000	130,000	4321	Sewer Insp/Entrance Fees	50,000	50,000
12,870	0	299,030	0	0	4750	Inflow & Infiltration	0	0
349,480	355,915	336,450	273,526	273,526	4751	Sewer Project Assessment	265,983	265,983
1,517	0	0	0	0	4595	Dec '08 FEMA	0	0
0	27,737	0	0	0	4695	Dec '08 MEMA	0	0
45,000	0	0	0	0		Trf from Gen Gov Free Cash 11/8/10 S	0	0
0	7,669	0	0	0		Water Conservaiton Grant Surplus	0	0
2,304	19,082	16,032	0	0		Prior Year Unspent Encumbrances	0	0
0	0	0	330,164	330,164		Free Cash Appropriated from previous	680,000	680,000
0	0	-330,164	0	-680,000	3590	Free Cash Appropriated for next year	0	0
5,232,304	5,829,453	6,551,277	6,365,154	6,016,808		TOTAL REVENUE	6,676,230	6,676,230
5,078,071	5,352,496	5,743,349	6,300,798	6,024,635		TOTAL EXPEND.	6,585,090	6,585,090
-45,000	109,233	586,190	1,394,118	1,394,118		PRIOR YEAR BALANCE	1,386,291	1,386,291
109,233	586,190	1,394,118	1,458,474	1,386,291		BALANCE	1,477,431	1,477,431

## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
0	62,709	80,222	84,256	84,256	5110 Superintendent	87,238	87,238
40,814	0	0	0	0	5110 Director	0	0
31,160	0	0	0	0	5111 Engineer	0	0
30,968	33,215	34,744	36,285	36,650	5112 Clerical	37,564	37,564
32,722	0	0	0	0	5113 Assistant Director	0	0
309,093	318,766	320,645	325,313	306,952	5116 Labor	354,068	354,068
46,942	50,580	48,715	53,750	53,750	5131 Standby	53,750	53,750
23,861	19,407	20,201	25,000	25,000	5132 Overtime	25,000	25,000
5,763	5,180	3,712	7,500	7,500	5140 Police Detail	7,500	7,500
714	482	375	1,000	1,000	5142 Work/Out of Class	750	750
2,525	3,000	4,500	4,500	4,500	5143 Incentive Plan	4,500	4,500
0	0	0	0	0	N Seasonal Labor	4,000	4,000
524,562	493,339	513,114	537,604	519,608	*Total Salary & Wages*	574,370	574,370
9.50	9.00	9.00	9.00	9.00	# Personnel F/T	10.00	10.00
0.00	0.00	0.00	0.00	0.00	# Personnel P/T	0.00	0.00
6,155	5,546	6,332	6,550	6,550	5173 Medicare	6,550	6,550
335	346	311	380	380	5174 Life Insurance	380	380
84,420	84,998	57,462	68,000	68,000	5175 Health Insurance	70,000	70,000
58,506	67,049	64,185	72,000	73,048	5177 Retirement	85,000	85,000
164,398	190,714	181,276	220,000	200,000	5211 Light and Power	200,000	200,000
5,227	4,478	5,592	6,210	6,210	5214 Fuel	6,200	6,200
78,684	92,107	47,809	30,000	50,000	5246 Pump Station Water Maintenance	50,000	50,000
0	0	29,165	30,000	30,000	5247 Pump Station-Sewer Maintenance	30,000	30,000
0	0	18,577	15,000	15,000	5248 Generator Maintenance	15,000	15,000
0	0	38,745	30,000	5,000	5249 Sewer Incremental O&M	5,000	5,000
			30,000	35,000	5251 Water Incremental O&M	35,000	35,000
408	6,778	26,471	16,640	16,640	5291 Hydrant Replacement	18,000	18,000
0	0	0	15,000	100,000	5300 Legal Services	115,000	115,000
28,800	1,393	327,841	15,000	25,000	5303 Consulting Services	35,000	35,000
0	75	0	1,000	1,000	5304 Physicals	1,500	1,500
894	3,567	3,991	4,000	4,000	5316 SDWA Assessment	4,000	4,000
1,262,902	1,371,919	1,095,654	1,240,000	1,240,000	5317 DCR Disposal	1,300,000	1,300,000
532,244	617,544	658,322	702,212	702,212	5318 UBWPAB-Assessment	729,373	729,373
76,593	95,000	81,471	165,000	85,000	5319 MWRA-Maintenance	100,000	100,000
25,000	20,000	25,999	26,000	26,000	5320 West Boylston Woodland PS IMA	26,000	26,000
3,182	3,493	2,939	3,500	2,300	5340 Pager/Cell Phone	3,200	3,200



## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
23,081	23,573	25,358	23,500	23,500	5342 Radio Lines	23,500	23,500
568,958	440,503	589,385	647,151	647,151	5381 Worcester Water	675,000	675,000
26,278	26,937	30,718	21,000	21,000	5410 Petro Products	21,000	21,000
0	0	0	14,250	12,000	5411 Diesel Fuel	14,250	14,250
8,288	4,279	3,477	3,500	3,500	5421 Office Supplies	3,500	3,500
2,530	6,355	2,400	4,500	3,000	5430 Building Operations	3,000	3,000
0	0	9,750	15,000	15,000	5440 Property Maintenance	15,000	15,000
20,927	17,019	17,180	20,000	15,000	5480 Vehicle Maintenance	17,000	17,000
26,102	26,896	24,954	36,400	28,000	5531 Stock	28,000	28,000
1,174	2,409	3,620	3,000	6,000	5532 Tools	6,000	6,000
66,014	92,664	106,396	110,000	110,000	5535 Chemicals	110,000	110,000
14,598	4,109	9,407	5,500	8,000	5538 Misc Patch	8,000	8,000
17,736	24,582	25,490	25,000	25,000	5539 New Meters/Repairs	30,000	30,000
44,903	44,903	44,903	45,000	45,000	5580 Billing Expenses	45,000	45,000
2,814	2,947	3,790	4,623	4,623	5581 Uniforms	2,000	2,000
			4,025	4,025	5584 Safety Wear	3,000	3,000
22,524	22,283	24,818	26,047	26,047	5741 Insurances	30,500	30,500
0	0	0	28,354	28,354	5782 A OPEB	52,000	52,000
2,322	4,853	4,455	5,200	6,500	5783 Licenses and Training	8,000	8,000
1,270,511	1,340,676	1,313,480	1,217,237	1,217,237	5910 Debt	1,228,517	1,228,517
0	0	5,000	5,000	5,000	5961 Indirect Manager	5,000	5,000
8,750	10,750	12,750	12,750	12,750	5961 Indirect Collections	12,750	12,750
0	5,000	7,000	7,000	7,000	5961 Indirect Accounting	7,000	7,000
35,000	42,000	40,000	40,000	40,000	5961 Indirect Mechanics	40,000	40,000
6,000	9,000	10,000	10,000	10,000	5961 Indirect IT	10,000	10,000
0	91,837	243,762	490,000	490,000	5810 Capital Outlay	397,500	397,500
			242,665	0	5781 Emergency Reserve (O&M Reserve)	380,000	380,000
7,251	575	0	0	0	Payback General Fund Interest	0	0
50,000	50,000	0	0	0	Payback General Fund	0	0
4,553,509	4,859,157	5,230,235	5,763,194	5,505,027	*Total Expenses*	6,010,720	6,010,720
5,078,071	5,352,496	5,743,349	6,300,798	6,024,635	*Total Budget*	6,585,090	6,585,090

<i>Financing</i>	FY11	FY 12	FY 13	FY 14	FY 15
	Approved	Approved	Approved	Approved	Request
Opening Balance	279,526	222,467	193,836	103,948	104,883
MBTE Settlement	18,930				
Interst Earning	4,011	1,281	617	249	
Fair Market Value Adjustment		88	-505	686	
Appropriation	0	0	0	0	0
Sub Total	302,467	223,836	193,948	104,883	104,883
<i>Expenditures</i>					
Mason Rd SRF Project					
O&M Well Facilities - Redevelopment of Wells					
I & I Study	50,000				
Vacuum Truck Reimbursement (\$150,000 over 5-years FY11-FY15) - final 3 years	30,000	30,000	90,000	0	0
Replacement of W/S #3 1-Ton with Plow					
Highland Street Tank Rehab					
TOTALS	80,000	30,000	90,000	0	0
Net Fund Balance	222,467	193,836	103,948	104,883	104,883

<i>Financing</i>	FY 11	FY12	FY13	FY14	FY15
	Approved	Approved	Approved	Approved	Town Manager
Opening Balance	234,085	250,792	282,962	349,935	504,195
Transfer from W/S Stabilization Fund (3/5 pmts)	30,000	30,000	90,000		
Transfer from Free Cash				150,000	
Previous Interest Earnings					
Interest Earnings	4,900	2,041	1,812	1,435	
Fair Market Value Adjustment		129	-1,532	2,825	
Unspent Balance Returned			42		
Appropriation	200,000	19,192	0	49,200	48,300
Sub Total	468,984	302,154	373,285	553,395	552,495
<i>Expenditures</i>					
<i>Public Works Highway</i>					
DPW Foreman Truck #10	0				
DPW Operations Truck #48	11,000				
DP #12 4X4 Dump & Spreader	35,000				
Vacuum Truck (full first of 5 yr lease pmt.)	0				
DP#44 Trackless Snow Plow 2 yr Lease	135,000				
<i>Public Works Engineering</i>					
<i>Public Works Buildings/Grounds</i>					
Tractor w/ Boom Flail Mower (5-yr lease FY09-FY13)	19,192	19,192	19,150	0	0
Debt Service - Dump w/Plow/Spreader 5 year FY14-FY18)	0		4,200	49,200	48,300
Replace Tractor Mower	18,000				
<b>TOTALS</b>	<b>218,192</b>	<b>19,192</b>	<b>23,350</b>	<b>49,200</b>	<b>48,300</b>
Net Fund Balance	250,792	282,962	349,935	504,195	504,195

***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.

DEPARTMENT Recreation	
DEPARTMENT HEAD Denise Morano	PREPARED BY Denise Morano

## NOTES

MAXIMUM APPROPRIATION FOR FY 2015 IS \$658,895

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
179,696	196,601	197,928	202,985	199,761	Salary & Wages	208,538	208,538
127,232	109,783	87,091	178,700	155,686	Operating Expense	136,527	236,527
306,928	306,384	285,019	381,685	355,447	Total Budget	345,065	445,065

## FINANCING PLAN

347,680	432,700	407,944	321,414	327,842	Program Fee/Passes	368,865	368,865
17,945	20,363	17,482	21,000	20,000	Snack Bar	20,000	20,000
480,877	423,521	595,110	610,517	610,517	Previous Balance	483,463	483,463
846,502	876,584	1,020,536	952,931	958,359	Total Revenue	872,328	872,328
0	49,910	0	0	0	Close PY Encumbrances	0	0
116,053	25,000	125,000	119,449	119,449	Transfer to IIF	122,889	22,889
306,928	306,384	285,019	381,685	355,447	Less Expenditures	345,065	445,065
423,521	595,110	610,517	451,797	483,463	Balance	404,374	404,374

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
71,165	73,315	74,048	74,788	81,835	5110	Recreation Director	87,238	87,238
0	9,568	6,486	5,988	6,883	5111	Recreation Leader	4,092	4,092
0	1,198	5,610	4,980	5,724	5112	Clerical	3,402	3,402
20,000	25,000	25,000	25,000	25,000	5116	Labor	25,000	25,000
68,081	66,829	70,408	66,229	62,045	5125	Seasonal Staff	67,306	67,306
20,450	20,691	16,376	26,000	18,274	5140	Independent Contractors	21,500	21,500
<b>179,696</b>	<b>196,601</b>	<b>197,928</b>	<b>202,985</b>	<b>199,761</b>		<b>*Total Salary &amp; Wages*</b>	<b>208,538</b>	<b>208,538</b>
<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>	<b>3.00</b>
<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel P/T</b>	<b>0.00</b>	<b>0.00</b>
<b>43.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>		<b># Personnel Seasonal</b>	<b>45.00</b>	<b>45.00</b>
865	671	696	2,300	2,300	5171	Workers Comp Ins	2,300	2,300
5,806	6,358	6,117	6,000	6,000	5175	Health Insurance	6,300	6,300
8,652	9,806	11,150	12,500	13,032	5177	Regional Retirement	15,000	15,000
10,309	6,627	6,883	14,820	10,076	5212	Utilities	11,027	11,027
0	1,300	1,300	1,300	1,300	5216	Accounting Reimb	1,300	1,300
2,500	5,800	5,800	5,800	5,800	5219	Treas/Coll Reimbursement	5,800	5,800
37,430	15,450	12,045	24,480	13,000	5231	Water/Sewer Reimbursement	14,400	14,400
469	135	158	500	500	5421	Office Supplies	500	500
0	0	0	100	0	5422	Printing	0	0
10,494	16,353	12,094	25,000	25,000	5430	Holden Pool Maintenance	25,000	25,000
8,658	7,384	6,916	10,000	9,000	5510	Snack Bar Expense	10,000	10,000
551	593	566	600	878	5511	Committee Expense	600	600
2,007	7,972	3,002	3,500	3,000	5580	On Line Services	3,500	3,500
400	472	207	800	800	5581	Uniforms	800	800
3,451	1,753	1,659	10,000	4,000	5582	Program Supplies	5,000	5,000
3,640	3,785	4,205	5,000	5,000	5741	Property/Liability Ins	5,000	5,000
0	0	4,375	0	0	5910	Pool Debt	0	0
32,000	25,324	9,918	56,000	56,000	5830	Capital Outlay	30,000	130,000
<b>127,232</b>	<b>109,783</b>	<b>87,091</b>	<b>178,700</b>	<b>155,686</b>		<b>*Total Expenses*</b>	<b>136,527</b>	<b>236,527</b>
<b>306,928</b>	<b>306,384</b>	<b>285,019</b>	<b>381,685</b>	<b>355,447</b>		<b>*Total Budget*</b>	<b>345,065</b>	<b>445,065</b>

***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 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
34,202	30,948	32,100	33,932	33,037	5111	Recreation Leader	36,833	36,833
0	0	20,913	28,217	27,473	5112	Clerical	30,617	30,617
150,768	155,910	134,734	147,652	140,777	5125	B/A School Staff	151,893	151,893
<b>184,970</b>	<b>186,858</b>	<b>187,747</b>	<b>209,801</b>	<b>201,287</b>		<b>*Total Salary &amp; Wages*</b>	<b>219,343</b>	<b>219,343</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b># Personnel F/T</b>	<b>0.00</b>	<b>0.00</b>
<b>26.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>		<b># Personnel P/T</b>	<b>27.00</b>	<b>27.00</b>
<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>		<b># Personnel Seasonal</b>	<b>8.00</b>	<b>8.00</b>

433	336	348 0	550	550	5171	Workers Comp Insurance	550	550
4,535	4,832	4,999	6,400	6,400	5173	Medicare	6,750	6,750
38	38	38	38	38	5174	Life Insurance	38	38
18,467	20,221	18,213	17,000	17,000	5175	Health Insurance	18,250	18,250
9,089	10,215	11,615	13,000	13,575	5177	Regional Retirement	15,700	15,700
8,986	11,668	12,773	16,580	14,500	5212	Utilities	14,597	14,597
7,500	7,500	7,500	7,500	7,500	5219	Treas/Coll Reimbursement	7,500	7,500
0	1,600	1,600	1,600	1,600	5216	Accting Reimbursement	1,600	1,600
10,491	14,000	11,272	17,920	12,050	5231	Water/Sewer Reimburse	11,200	11,200
0	2,890	9,508	8,500	8,500	5303	On Line Services	10,000	10,000
0	340	467	350	400	5340	Cell Phone	360	360
132	220	0	220	230	5343	Postage	0	0
722	819	866	900	900	5410	Petro	900	900
3,172	2,579	2,479	2,000	2,000	5421	Office Supplies	2,000	2,000
2,016	1,650	1,915	2,000	2,000	5422	Printing	2,000	2,000
6,621	7,428	1,673	8,000	8,000	5430	Holden Pool Maint	8,000	8,000
14,145	11,532	12,248	10,500	10,000	5510	Program Supplies	11,000	10,500
500	443	447	500	500	5581	Summer Uniforms	500	500
293	303	371	400	400	5711	Mileage Reimbursement	400	400
285	285	285	250	250	5731	Dues	250	250
0	0	108	100	0	5733	Expense of Meetings	0	0
1,820	1,893	2,102	2,500	2,500	5741	Property/Liability Insurance	2,500	2,500
1,290	0	1,290	0	0	5783	After School Licenses	1,290	1,290
<b>90,535</b>	<b>100,792</b>	<b>102,117</b>	<b>116,808</b>	<b>108,893</b>		<b>*Total Expenses*</b>	<b>115,385</b>	<b>114,885</b>
<b>275,505</b>	<b>287,650</b>	<b>289,864</b>	<b>326,609</b>	<b>310,180</b>		<b>*Total Budget*</b>	<b>334,728</b>	<b>334,228</b>

FINANCING PLAN									
123	148	199	150	150	4280	53D Monthly Interest	150	150	
275,744	287,625	283,218	316,857	320,026	4320	Program Fees & Passes	331,683	331,683	
275,867	287,773	283,417	317,007	320,176		Total Revenue	331,833	331,833	
275,505	287,650	289,864	326,609	310,180		Less Expenditures	334,728	334,228	
362	123	-6,447	-9,602	9,996			-2,895	-2,395	
9,486	9,848	9,971	3,524	3,524		Previous Balance	13,520	13,520	
9,848	9,971	3,524	-6,078	13,520		Balance	10,625	11,125	

***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 of The 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. This also includes maintenance and repairing of equipment. We will be upgrading our aging Tungsten lighting grid in the studio with a more efficient LED lighting system, updating our studio cameras and purchasing a television set.

**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 Kelly	PREPARED BY Jay Brunetta	

NOTES MAXIMUM APPROPRIATION FOR FY 2015 IS \$329,447
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Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
79,386	77,974	72,073	96,471	87,691	Salary & Wages	100,787	100,787
92,169	104,059	167,717	216,563	216,563	Operating Expense	205,773	205,773
171,555	182,033	239,790	313,034	304,254	Total Budget	306,560	306,560

FINANCING PLAN							
233,604	240,623	245,267	225,000	225,000	Charter Access Grant	230,000	230,000
339,063	401,703	461,519	467,005	467,005	Previous Balance	387,751	387,751
591	1,226	9	0	0	PY Encumbrances Closed	0	0
573,258	643,552	706,795	692,005	692,005	Total Revenue	617,751	617,751
171,555	182,033	239,790	313,034	304,254	Less Expenditures	306,560	306,560
401,703	461,519	467,005	378,971	387,751	Ending Balance	311,191	311,191

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
63,947	61,751	56,540	59,392	59,392	5110	Public Access Coord.	63,312	63,312
15,439	16,223	15,533	16,299	16,299	5119	Public Access Ass't PT	16,943	16,943
0	0	0	15,780	7,000	5119	Public Access Ass't PT	15,532	15,532
0	0	0	5,000	5,000		Seasonal/Temp	5,000	5,000
<b>79,386</b>	<b>77,974</b>	<b>72,073</b>	<b>96,471</b>	<b>87,691</b>		<b>*Total Salary &amp; Wages*</b>	<b>100,787</b>	<b>100,787</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel F/T</b>	<b>1.00</b>	<b>1.00</b>
<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>		<b># Personnel P/T</b>	<b>2.00</b>	<b>2.00</b>
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>		<b># Personnel Seasonal</b>	<b>1.00</b>	<b>1.00</b>
216	168	174	275	275	5171	Workers Comp Ins.	285	285
1,146	1,095	1,005	1,300	1,300	5173	Medicare	1,300	1,300
0	31	38	38	38	5174	Life Insurance	38	38
0	4,967	10,598	13,200	13,200	5175	Health Insurance	14,500	14,500
7,516	8,785	8,130	9,050	9,050	5177	Regional Retirement	10,950	10,950
15,425	15,739	15,364	4,000	4,000	5212	Utilities	4,000	4,000
0	0	0	1,600	1,600	5216	Accounting Reimb	2,600	2,600
0	0	0	1,000	1,000	5219	Trea/Coll Reimb	1,000	1,000
1,389	2,536	835	10,000	10,000	5242	Equipment Maint	5,000	5,000
0	0	5,640	10,200	10,200	5243	Network Support	10,200	10,200
26,725	27,260	28,728	29,000	29,000	5270	Studio Rental	29,000	29,000
0	0	0	2,000	2,000	5272	Studio Rental Expenses	2,000	2,000
0	0	300	4,500	4,500	5273	Studio Cleaning	4,500	4,500
89	61	173	250	250	5343	Postage	250	250
3,431	5,095	957	5,000	5,000	5421	Office Supplies	5,000	5,000
300	0	300	400	400	5422	Printing	400	400
0	0	248	2,000	2,000	5423	Office Equipment	2,000	2,000
200	22	75	200	200	5711	Mileage	200	200
810	625	650	1,000	1,000	5731	Membership	1,000	1,000
131	0	158	300	300	5733	Expense of Meetings	300	300
910	946	1,051	1,250	1,250	5741	Property/Liability Ins.	1,250	1,250
33,881	36,729	93,293	120,000	120,000	5830	Equipment Purchase	110,000	110,000
<b>92,169</b>	<b>104,059</b>	<b>167,717</b>	<b>216,563</b>	<b>216,563</b>		<b>*Total Expense*</b>	<b>205,773</b>	<b>205,773</b>
<b>171,555</b>	<b>182,033</b>	<b>239,790</b>	<b>313,034</b>	<b>304,254</b>		<b>*Total Budget*</b>	<b>306,560</b>	<b>306,560</b>

***SOLID WASTE ENTERPRISE FUND***

## RESIDENTIAL TRASH AND RECYCLING PROGRAM

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

The program has a maximum service population of approximately 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 5085 residences subscribing to Plan A, and there are 435 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 \$55,350 per month, \$664,200 for the year. Last year, Holden residents recycled over 2450 tons of materials at FCR Auburn.

Residential waste is taken to the Wheelabrator incineration facility in Milbury, MA. The Town of Holden with the City of Worcester and several other central Massachusetts communities worked together with Waste Management in 1983 to build a municipal solid waste facility to incinerate trash and generate electricity. Prior to that agreement ending in 2007, 47 central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. The result was a ten year agreement with one renewal term of ten years for the disposal of municipal solid waste. Currently, the Town pays \$74.81 per ton for the disposal of residential trash. For the past several years, the Town has delivered about 4432 tons of trash to Wheelabrator at an annual cost of \$331,560 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 2015.
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 80 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 \$77.05 per ton in July of 2014. 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 FY2014. 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.

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
32,812	45,752	37,471	42,925	42,035	Salary & Wages	45,608	45,608
978,370	1,004,126	998,513	1,109,618	1,053,715	Operating Expense	1,112,815	1,112,815
<b>1,011,182</b>	<b>1,049,878</b>	<b>1,036,984</b>	<b>1,152,543</b>	<b>1,095,750</b>	<b>Total Budget</b>	<b>1,158,423</b>	<b>1,158,423</b>

FINANCING PLAN								
1,053,191	1,040,573	1,082,783	1,091,550	1,097,250	4210	User Fees	1,109,100	1,109,100
15,038	14,463	12,950	18,000	16,500	4220	Misc/Trash Bags	18,000	18,000
2,263	1,700	1,875	1,000	850	4240	Large Item Sticker Fee	1,000	1,000
413	896	1,088	250	750	4280	Interest	800	800
964	753	436	0	0	4320	Liens	0	0
4	0	0	0	0	4323	Earth Day	0	0
86	0	0	0	0	4420	Miscellaneous	0	0
738	83,314	61,515	91,821	91,821		Free Cash Used	125,699	125,699
		1,036	0	0		Prior Year Unspect Encum	0	0
<b>1,072,697</b>	<b>1,141,699</b>	<b>1,161,683</b>	<b>1,202,621</b>	<b>1,207,171</b>		<b>TOTAL REVENUE</b>	<b>1,254,599</b>	<b>1,254,599</b>
<b>1,011,182</b>	<b>1,049,878</b>	<b>1,036,984</b>	<b>1,152,543</b>	<b>1,095,750</b>		<b>TOTAL EXPEND.</b>	<b>1,158,423</b>	<b>1,158,423</b>
<b>61,515</b>	<b>91,821</b>	<b>125,699</b>	<b>50,078</b>	<b>111,421</b>		<b>BALANCE</b>	<b>96,176</b>	<b>96,176</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
7,944	12,307	13,348	12,800	13,065	5110 Dir of Growth Mgmt	13,933	13,933
6,823	16,542	5,705	4,000	4,000	5112 Clerical	4,800	4,800
5,496	16,903	0	0	0	5114 Health Agent	0	0
12,549	0	18,418	22,500	21,420	5119 Compost Operation	22,500	22,500
0	0	0	125	50	5122 Clerical Meetings	125	125
0	0	0	3,500	3,500	5132 Toter Service/Delivery	4,250	4,250
<b>32,812</b>	<b>45,752</b>	<b>37,471</b>	<b>42,925</b>	<b>42,035</b>	<b>*Total Salary &amp; Wages*</b>	<b>45,608</b>	<b>45,608</b>
<b>4.00</b>	<b>4.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b># Personnel F/T</b>	<b>2.00</b>	<b>2.00</b>
<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b># Personnel P/T</b>	<b>2.00</b>	<b>2.00</b>
295	191	197	225	225	5173 Medicare	225	225
9	9	9	15	20	5174 Life Insurance	15	15
7,177	2,420	2,357	2,500	2,500	5175 Health Insurance	2,500	2,500
2,797	3,473	2,323	2,600	2,600	5177 Retirement	3,150	3,150
0	18,000	19,200	19,200	19,200	5245 Toter Storage	22,500	22,500
300,996	305,547	302,131	368,500	345,850	5250 Disposal Fees	379,475	379,475
23,948	12,112	1,173	1,850	1,750	5251 Toters/Overflow Bags	2,000	2,000
375,120	405,200	417,360	429,880	429,880	5252 Solid Waste Collection	442,800	442,800
238,944	227,781	224,405	214,940	214,940	5253 Recycling	221,400	221,400
9,487	2,635	1,030	2,800	2,450	5299 Recycling Program	3,000	3,000
0	0	0	150	140	5301 Advertising	150	150
2,925	1,526	0	3,000	1,500	5303 Consulting Services	2,500	2,500
0	0	0	500	500	5343 Postage	650	650
504	31	60	250	250	5421 Office Supplies	250	250
15,893	16,076	16,224	18,500	18,500	5580 Billing Expense	18,500	18,500
0	0	0	450	425	5582 Non Capital Equipment	500	500
275	0	0	125	125	5710 Car Allowance	150	150
0	125	0	225	125	5731 Association Dues	250	250
0	0	44	150	85	5733 Expense of Meetings	150	150
0	0	0	1,000	650	5741 Insurance/Bad Debt	650	650
0	9,000	9,000	9,000	9,000	Indirect Collections	9,000	9,000
0	0	3,000	3,000	3,000	Indirect Accounting	3,000	3,000
0	0	0	30,758	0	Rate Stabilization	0	0
<b>978,370</b>	<b>1,004,126</b>	<b>998,513</b>	<b>1,109,618</b>	<b>1,053,715</b>	<b>*Total Expenses*</b>	<b>1,112,815</b>	<b>1,112,815</b>
<b>1,011,182</b>	<b>1,049,878</b>	<b>1,035,984</b>	<b>1,152,543</b>	<b>1,095,750</b>	<b>*Total Budget*</b>	<b>1,158,423</b>	<b>1,158,423</b>

***INSPECTION REVOLVING FUND***

## INSPECTIONS

The Inspections Division is charged with the enforcement of the State Building codes for all structures built or renovated in the Town of Holden. Currently there are 8296 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on 6875 of these parcels. The structures range in complexity from basic storage structures all the way through to the Wachusett Regional High School which, at 400,000 square feet, is the largest building in the town. There are 6624 residential structures spread across the Town's 120 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 and developers on various building projects.

The department has a full time Building Commissioner who also serves as the Zoning Enforcement Officer, one part-time building inspector, one part-time wiring inspector, and one part-time plumbing and gas inspector, and administrative staff shared with Growth Management. The Inspections Division permits about \$130,000,000 in work annually and raises approximately \$275,000 in fees which cover the entire cost of operation for the department. The Inspectional Services Division has not raised its fees since 1999.

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

**NOTES**

MAXIMUM APPROPRIATION FOR FY 2015 IS \$329,447

Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Estimate FY 2013	APPROPRIATION SUMMARY	Request FY 2014	Manager FY 2014
164,849	145,116	152,239	158,030	145,155	Salary & Wages	165,134	165,134
43,820	55,869	39,019	65,740	72,820	Operating Expense	76,695	76,695
<b>208,669</b>	<b>200,985</b>	<b>191,258</b>	<b>223,770</b>	<b>217,975</b>	<b>Total Budget</b>	<b>241,829</b>	<b>241,829</b>

**FINANCING PLAN**

25,565	33,549	37,560	42,500	41,250	4420	Wire Fees	42,500	42,500
42,220	51,270	61,330	41,500	43,650	4421	Plumbing/Gas Fees	41,500	41,500
96,197	100,277	227,796	165,000	215,500	4422	Building Fees	185,500	185,500
15	22	7	0	0	4840	Miscellaneous	0	0
<b>140,910</b>	<b>96,238</b>	<b>80,371</b>	<b>215,806</b>	<b>215,806</b>		<b>Previous Balance</b>	<b>297,831</b>	<b>297,831</b>
<b>304,907</b>	<b>281,356</b>	<b>407,064</b>	<b>464,806</b>	<b>300,000</b>		<b>TOTAL REVENUE</b>	<b>567,331</b>	<b>567,331</b>
<b>208,669</b>	<b>200,985</b>	<b>191,258</b>	<b>223,770</b>	<b>217,975</b>		<b>TOTAL EXPEND.</b>	<b>241,829</b>	<b>241,829</b>
<b>96,238</b>	<b>80,371</b>	<b>215,806</b>	<b>241,036</b>	<b>297,831</b>		<b>BALANCE</b>	<b>325,502</b>	<b>325,502</b>

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
						Dir. Growth		
48,591	46,585	45,888	46,825	46,825	5110	Mgmt/Bldg. Comm.	51,087	51,087
46,822	32,201	42,911	43,955	43,955	5112	Clerical	45,047	45,047
20,990	22,715	26,775	22,000	21,950	5113	Wire Inspector	23,250	23,250
23,181	23,170	25,550	22,500	21,500	5115	Gas/Plumbing Inspector	22,500	22,500
25,265	20,445	11,115	22,000	10,500	5119	Building Inspector	22,500	22,500
0	0	0	750	425	5132	OT	750	750
<b>164,849</b>	<b>145,116</b>	<b>152,239</b>	<b>158,030</b>	<b>145,155</b>		<b>*Total Salary &amp; Wages*</b>	<b>165,134</b>	<b>165,134</b>
<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b># Personnel F/T</b>	<b>3.00</b>	<b>3.00</b>
<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>		<b># Personnel P/T</b>	<b>5.00</b>	<b>5.00</b>
2,238	2,260	2,277	2,500	2,500	5173	Medicare	2,500	2,500
68	68	68	70	70	5174	Life Insurance	70	70
20,684	19,458	16,769	16,000	16,000	5175	Health Insurance	16,550	16,550
11,624	13,280	13,938	15,520	17,000	5177	Retirement	18,750	18,750
0	0	0	0	1,850	5301	Advertising	1,850	1,850
0	0	0	3,000	2,750	5303	Consulting Services	3,500	3,500
0	0	0	2,500	7,500	5307	Peer Review	5,000	5,000
1,438	0	0	3,000	3,000	5311	Software Purchase	5,500	5,500
0	0	0	450	450	5340	Cell Phones	450	450
364	0	0	1,000	950	5343	Postage	1,200	1,200
1,150	123	174	1,400	1,550	5421	Office Supplies	1,600	1,600
1,055	990	880	1,200	975	5509	Train/Educ/Programs	1,200	1,200
1,457	0	104	1,250	1,000	5510	Technical Ref Books	1,500	1,500
0	0	0	3,500	3,500	5582	Non Capital Equipment	1,250	1,250
3,342	3,843	4,259	4,600	4,650	5711	Mileage Reimbursement	5,000	5,000
400	450	355	500	275	5731	Association Dues	500	500
0	0	0	350	150	5732	Publications	275	275
0	397	195	1,500	1,250	5733	Expense of Meetings	1,500	1,500
0	0	0	0	0	5794	Hardware Purchase	0	0
0	15,000	0	7,400	7,400	5891	IT Indirect - GIS	8,500	8,500
<b>43,820</b>	<b>55,869</b>	<b>39,019</b>	<b>65,740</b>	<b>72,820</b>		<b>*Total Expenses*</b>	<b>76,695</b>	<b>76,695</b>
<b>208,669</b>	<b>200,985</b>	<b>191,258</b>	<b>223,770</b>	<b>217,975</b>		<b>*Total Budget*</b>	<b>241,829</b>	<b>241,829</b>

<b>Financing</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Manager</b>
Opening Balance	105,848	195,904	203,030	155,777	408,809
Transfer from Free Cash	0			50,000	
Transfer from Overlay Surplus					
Interest Earnings	5,056	3,033	964	1,248	
Fair Market Value Adj		93	-717	1,784	
Unspent Warrant Articles Returned		4,000			
Appropriation					
Appropriation	175,000	134,800	82,331	242,400	41,200
Sub Total	285,904	337,830	285,608	451,209	450,009
<b>Expenditures</b>					
<b>Fire Vehicle/Equipment</b>					
Engine 4 Principal & Interest (5 year note FY11-FY15)		44,800	43,600	42,400	41,200
Ambulance #3 Lease pmt due FY12-FY14	90,000	90,000	38,731		
Utility Truck			47,500		
<b>TOTALS</b>	<b>90,000</b>	<b>134,800</b>	<b>129,831</b>	<b>42,400</b>	<b>41,200</b>
Net Fund Balance	195,904	203,030	155,777	408,809	408,809



<i>Financing</i>	FY 12	FY 13	FY 14	FY 15
	Approved	Approved	Approved	Town Manager
Opening Balance	0	302,252	677,681	1,437,961
TRF from Free Cash	300,000	234,000	750,000	677,860
**1/4 of prior year free cash**				
Interst Earnings	2,114	3,285	3,869	
Fair Market Value Adj	138	-2,856	6,411	
Appropriation Into Fund	0	141,000		
Total Additions to Fund	302,252	375,429	760,280	677,860
<i>Expenditures</i>				
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Fund Balance	302,252	677,681	1,437,961	2,115,821

<b>Financing</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY 15</b>
	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Town Manager</b>
Opening Balance	1,894,095	1,775,392	1,672,280	1,553,682	1,441,127
Interest Earnings	40,020	23,780	16,053	8,705	
Fair Market Value Adjustment		-29,430	-2,373	7,175	
Senior Center/Zottoli Payback/Underground Utilities	164,000	164,000	164,000	164,000	164,000
Pool payback (From Rec Revolving)	116,053	25,000	125,000	119,449	22,889
Public Safety Payback	75,000	75,000	75,000	75,000	75,000
Public Buildings Payback	41,700	41,600	0		
Annual Investment	36,077	137,881	44,775	57,565	159,614
			0		
Sub Total	2,366,945	2,213,223	2,094,735	1,985,576	1,862,630
<b>Expenditures</b>					
Senior Center					
Pool Debt	216,053	215,943	216,053	219,449	222,889
Public Safety Facility	375,500	325,000	325,000	325,000	325,000
<b>TOTALS</b>	<b>591,553</b>	<b>540,943</b>	<b>541,053</b>	<b>544,449</b>	<b>547,889</b>
Net Fund Balance	1,775,392	1,672,280	1,553,682	1,441,127	1,314,741

	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Request FY 2015	Manager FY 2015
<b>HUMAN SERVICES</b>							
Veterans Benefits	57,818	84,313	43,358	62,700	51,700	62,700	62,700
Senior Citizens	218,289	231,648	235,635	251,621	253,164	263,851	263,851
<b>TOTAL</b>	<b>276,107</b>	<b>315,961</b>	<b>278,993</b>	<b>314,321</b>	<b>304,864</b>	<b>326,551</b>	<b>326,551</b>

## VETERANS

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

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

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 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
6,200	6,200	6,200	6,200	6,200	Salary & Wages	6,200	6,200
0	500	0	6,500	500	Operating Expense	6,500	6,500
6,200	6,700	6,200	12,700	6,700	*Total Budget*	12,700	12,700

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
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

51,618	77,613	37,158	50,000	45,000	5770	Aid & Assistance	50,000	50,000
0	500	0	500	500	5792	Veterans' Programs	500	500
0	0	0	6,000		579	Payments to Worcester	6,000	6,000
51,618	78,113	37,158	56,500	45,500		*Total Expense*	56,500	56,500
57,818	84,313	43,358	62,700	51,700		*Total Budget*	62,700	62,700

**SENIOR CITIZENS**

1. **LEADERSHIP** – 75% of the salary and expenses of the Council on Aging Director 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 Director works closely with the Council on Aging and other agencies, prepares the monthly senior newsletter, and attends meetings to promote the Council's policies and initiatives. In addition, the 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 15,620 hours. At the EOE's suggested rate of \$17.06/hr., this represents about \$266,500 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 Director'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, support services, and many other outreach programs designed to assist town seniors and improve the quality of their life. Proper referrals are made to appropriate agencies. We hope to strengthen our outreach services by leveraging the annual EOE grant.

**SENIOR CITIZENS**

5. **TRANSPORTATION** - The 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.
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.

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
192,609	204,790	207,802	221,271	222,250	Salary & Wages	231,901	231,901
25,680	26,858	27,833	30,350	30,914	Operating Expense	31,950	31,950
218,289	231,648	235,635	251,621	253,164	*Total Budget*	263,851	263,851

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
30,578	32,909	34,492	36,121	36,121	5112 Clerical	37,564	37,564
56,396	59,694	60,291	60,894	61,873	5113 Coordinator of Senior Services	65,697	65,697
26,973	29,143	29,183	31,913	31,913	5114 Outreach Workers	33,947	33,947
13,568	14,453	15,185	15,988	15,988	5116 Program Coordinator	16,474	16,474
734	180	0	2,000	2,000	5118 Custodian	2,000	2,000
64,360	68,411	68,651	74,355	74,355	5119 Transportation	76,219	76,219
192,609	204,790	207,802	221,271	222,250	*Total Salary & Wages*	231,901	231,901

3.00	3.00	3.00	3.00	3.00	# Personnel F/T	3.00	3.00
9.00	9.00	9.00	9.00	9.00	# Personnel P/T	9.00	9.00

1,959	1,838	1,945	1,950	2,025	5242 Maint of Equipment	2,000	2,000
0	670	571	600	571	5340 Cell Phone	600	600
500	376	547	400	430	5343 Postage	400	400
8,772	10,411	10,355	13,000	12,000	5410 Petro Products	13,000	13,000
952	1,132	1,195	1,200	1,195	5421 Office Supplies	1,200	1,200
1,766	385	860	500	1,514	5480 Bus Maintenance	1,250	1,250
6,179	6,179	6,179	6,400	6,179	5490 Nutrition Program	6,400	6,400
542	790	1,041	800	1,500	5711 Outreach Mileage	1,600	1,600
5,010	5,077	5,140	5,500	5,500	5792 Programs	5,500	5,500
25,680	26,858	27,833	30,350	30,914	*Total Expenses*	31,950	31,950
218,289	231,648	235,635	251,621	253,164	*Total Budget*	263,851	263,851



## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	ASSESSMENT EDUCATION	Request FY 2014	Manager FY 2015
16,270,028	16,447,026	16,779,390	16,256,584	17,127,929	Wachusett Regional School District	17,038,520	17,038,520
1,811,423	1,824,982	2,473,630	3,165,485	2,531,676	Voluntary Contribution	2,784,843	2,784,843
982,592	1,281,451	1,247,060	1,205,104	967,557	WRSD Transportation	1,050,000	1,050,000
1,045,490	1,187,401	1,190,179	1,210,416	1,210,416	New High School Debt (Const)	1,210,416	1,210,416
44,644	43,893	47,926	42,877	42,877	Debt (Oil Remediation)	42,877	42,877
<b>20,154,177</b>	<b>20,784,753</b>	<b>21,738,185</b>	<b>21,880,466</b>	<b>21,880,455</b>	<b>*Total WRSD*</b>	<b>22,126,656</b>	<b>22,126,656</b>
					Vocational Education Tuition		
476,564	465,097	543,688	578,847	578,847	Montachusett Vocational	648,590	648,590
					Extra from FY14	36,082	36,082
<b>476,564</b>	<b>465,097</b>	<b>543,688</b>	<b>578,847</b>	<b>578,847</b>	<b>*Total Vocational Tuition*</b>	<b>684,672</b>	<b>684,672</b>
<b>20,630,741</b>	<b>21,249,850</b>	<b>22,281,873</b>	<b>22,459,313</b>	<b>22,459,302</b>	<b>*Total Expenses*</b>	<b>22,811,328</b>	<b>22,811,328</b>
<b>20,630,741</b>	<b>21,249,850</b>	<b>22,281,873</b>	<b>22,459,313</b>	<b>22,459,302</b>	<b>*Total Budget*</b>	<b>22,811,328</b>	<b>22,811,328</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Request FY 2015	Manager FY 2015
<b>CULTURE</b>							
Gale Free Library	720,739	742,597	732,860	779,836	771,379	801,893	801,893
Historical Commission	4,083	5,605	4,775	6,700	6,700	6,700	6,700
<b>TOTAL</b>	<b>724,822</b>	<b>748,202</b>	<b>737,635</b>	<b>786,536</b>	<b>778,079</b>	<b>808,593</b>	<b>808,593</b>

## GALE FREE LIBRARY

The Holden Gale Free Library provides library services to all residents of Holden and, in fact, to the surrounding communities. Just as Holden residents borrow materials from other libraries, we lend our materials to other libraries as well. The Library is open 54 hours per week to service the community needs. Library Director and staff work to ensure that the library's overall program meets diverse community needs. User satisfaction, cost-effective management, friendly well-trained staff, and equitable public service policies and procedures are primary concerns. The Director recommends policies and 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 seek 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. Downloadable books and access to databases are also available in house and at home. Researching local history has become very popular and it always requires assistance, two genealogy databases have been added this year, as well as language instruction. The library offers wireless access which increases the demand for study space and librarian's assistance.

### CHILDREN'S SERVICES

Families and children learn and appreciate the world using the excellent and diverse collections and on-line information services in a welcoming and friendly children's room. Staff answer questions, provide Internet and database training, and introduce children to the library and its resources with story times, educational performances, concerts, 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 desires to create lifelong readers and users of the library.

## GALE FREE LIBRARY

### SUPPORT FOR FORMAL EDUCATION

Students of all ages use the library for research and study. Children's and Reference staff acquire curriculum support materials, help students with assignments and projects, provide basic training in library skills and online searching, and work with teachers to provide materials for class projects. The library provides 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.

### POPULAR READING AND PERSONAL ENRICHMENT

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

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

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
521,582	529,809	539,342	551,013	551,013	Salary & Wages	568,650	568,650
197,324	212,788	193,518	228,823	220,366	Operating Expense	233,243	233,243
1,833	0	0	0	0	Capital Outlay	0	0
<b>720,739</b>	<b>742,597</b>	<b>732,860</b>	<b>779,836</b>	<b>771,379</b>	<b>*Total Budget*</b>	<b>801,893</b>	<b>801,893</b>

## TOWN OF HOLDEN

## FY 2015 BUDGET

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014		Object Description	Request FY 2015	Manager FY 2015
85,638	73,488	77,002	80,003	80,003	5110	Library Director	83,880	83,880
101,021	113,293	111,036	114,869	114,869	5111	Librarians Salaried	120,083	120,083
334,923	343,028	351,304	356,141	356,141	5112	Assistant Librarians	364,687	364,687
<b>521,582</b>	<b>529,809</b>	<b>539,342</b>	<b>551,013</b>	<b>551,013</b>		<b>*Total Salary &amp; Wages*</b>	<b>568,650</b>	<b>568,650</b>
<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>		<b># Personnel F/T</b>	<b>7.00</b>	<b>7.00</b>
<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>		<b># Personnel P/T</b>	<b>11.00</b>	<b>11.00</b>
22,195	23,766	21,731	26,500	22,000	5212	Utilities	22,500	22,500
11,713	5,452	7,762	12,000	11,867	5214	Fuel	12,000	12,000
1,239	2,992	3,082	3,500	3,500	5231	Water/Sewer	3,500	3,500
1,368	4,684	3,392	5,000	5,000	5242	Equipment Maintenance	5,000	5,000
26,480	27,222	29,527	31,523	28,599	5243	CW MARS	30,243	30,243
6,992	6,552	2,316	8,000	8,000	5247	Capital Equip. Maint	8,000	8,000
0	3,634	1,245	3,700	3,700	5249	Alarm/Monitor	3,700	3,700
	872	1,340	1,000	1,000	5340	Cell Phone	1,000	1,000
663	774	937	1,700	1,700	5343	Postage	1,700	1,700
2,026	1,292	1,239	2,000	2,500	5421	Office Supplies	3,000	3,000
2,227	4,637	5,054	6,300	5,300	5423	Material Processing	5,300	5,300
13,276	16,170	19,685	17,000	17,000	5430	Building Maintenance	17,000	17,000
130	130	280	400	400	5731	Association Dues	400	400
102,199	98,087	87,755	100,000	100,000	5732	Books	110,000	110,000
503	572	454	1,200	800	5733	Expense of Meetings	900	900
0	11,047	0	0	0		Reserve Fund Transfer	0	0
6,313	4,905	7,719	9,000	9,000	5794	Technology Equipment	9,000	9,000
1,833	0	0	0	0	5825 C	Capital Outlay	0	0
<b>199,157</b>	<b>212,788</b>	<b>193,518</b>	<b>228,823</b>	<b>220,366</b>		<b>*Total Expenses*</b>	<b>233,243</b>	<b>233,243</b>
<b>720,739</b>	<b>742,597</b>	<b>732,860</b>	<b>779,836</b>	<b>771,379</b>		<b>*Total Budget*</b>	<b>801,893</b>	<b>801,893</b>

## HISTORICAL COMMISSION

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

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

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

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

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

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

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

## NOTES

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	APPROPRIATION SUMMARY	Request FY 2015	Manager FY 2015
4,083	5,605	4,775	6,700	6,700	Operating Expense	6,700	6,700
4,083	5,605	4,775	6,700	6,700	*Total Budget*	6,700	6,700

Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Estimate FY 2014	Object Description	Request FY 2015	Manager FY 2015
234	392	410	400	400	5212 Utilities	400	400
2,763	2,236	3,250	3,000	3,000	5214 Fuel	3,000	3,000
0	0	0	100	100	5231 Water/Sewer	100	100
1,086	2,977	1,115	3,000	3,000	5249 Alarm Monitor	3,000	3,000
0	0	0	200	200	5430 Miscellaneous Repairs	200	200
4,083	5,605	4,775	6,700	6,700	*Total Expense*	6,700	6,700
4,083	5,605	4,775	6,700	6,700	*Total Budget*	6,700	6,700