

# ***Town of Holden • Massachusetts***



## **FY 2019 BUDGET**

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## **FY 2019**

### **BUDGET CALENDAR**

Department Capital Budget Submission	November 10, 2017
Departments Submit Operating Budgets	November 13 – December 8, 2017
Town Manager Review	December 9 – January 12, 2018
Budget Production	January 15 - February 13, 2018
Budget Submission	February 13, 2018
Finance Committee Budget Review	February 15 - March 30, 2018
Last Day to Submit Warrant Articles	March 23, 2018
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s)	April 2, 2018
Post Warrant for Annual Town Meeting	May 4, 2018
Annual Town Election	May 14, 2018
Town Reports Available	May 21, 2018
Adjourned Annual Town Meeting	May 21, 2018



# Town of Holden MASSACHUSETTS

## OFFICE OF THE TOWN MANAGER

Peter M. Lukes  
Town Manager

February 12, 2018

### FY 2019 BUDGET TRANSMITTAL TO THE MEMBERS OF THE BOARD OF SELECTMEN AND FINANCE COMMITTEE

I herewith submit for your review the Town Manager's proposed Operating and Capital Budget for FY 2019 (July 1, 2018 through June 30, 2019). This budget contains my recommendations for appropriation amounts for the various Town Departments along with background information, program descriptions, and expenditures. My budget message, the Resource Profile, Departmental Budget Comparison, and 5-Year Fiscal Plan will be presented at the Resource Profile Meeting.

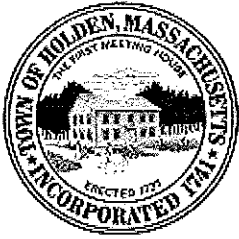
For a sixth consecutive year, the submitted budget taxes below the levels authorized by Proposition 2 ½. The FY 2019 Budget as proposed, continues our commitment to taxpayers of delivering quality public services that are effective and efficient, while strengthening our reserves in both the General Stabilization and Special Funds, and maintaining a healthy balance in Free Cash.

The Budget maintains the Town's strong financial position. We intend to preserve our bond rating of 'AA+' from Standard & Poors Rating Service, along with our Moody's rating of 'AA1'. An excellent credit rating has powerful effects on the interest rates we command in the market. This will be especially important as we look toward accruing new debt with the potential of building a new DPW facility in the coming years, and as interest rates are expected to rise with the recovering American economy as a whole.

Overall, the proposed FY 2019 Operating and Capital Budget continues to fund our required and mandated costs such as education, health insurance and retirement, and strengthens our infrastructure and capital program, while maintaining and enhancing our municipal services. It is a matter of balancing our resources, providing our taxpayers good value for their taxes, following policies that provide financial reserves and building fiscal security for the future.

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

Peter M. Lukes,  
Town Manager



Peter M. Lukes  
Town Manager

# Town of Holden MASSACHUSETTS

## OFFICE OF THE TOWN MANAGER

February 12, 2018

### TO THE MEMBERS OF THE FINANCE COMMITTEE AND BOARD OF SELECTMEN FY 2019 BUDGET MESSAGE & RESOURCE PROFILE

Submitted herein are the Fiscal Year 2019 Operating and Capital Budgets and Resource Profile for the Town of Holden. The priorities of every municipal budget require a balance between providing effective and efficient services, while maintaining a level of taxation that is not overly burdensome to our residents and businesses. Through prudent spending in the past, we have been able to keep Holden affordable, safe, inviting and well served by local government. By continuing on a path of fiscal responsibility, we can build upon and maintain our strong financial standing – one which has rewarded the town with excellent Bond Ratings from both Standard & Poors and Moody's. The Town Manager's office and our Department Heads have worked diligently to propose spending that will provide the services Holden residents have come to expect, while making our best efforts to minimize increases to spending. This budget represents our collective work to craft a \$63.2 Million budget that will meet our goals in FY 19 and in the foreseeable future.

### **HIGHLIGHTS**

The Resource Profile is a summary of the FY 2019 Budget's revenue and expenditures along with a projected tax rate and resulting change in the average residential tax bill. The expenditures side of the budget contains general expenditures in the total amount of \$52,219,463, plus another \$11,055,737 in restricted expenditures. The total of our municipal expenditure budget results in the amount of \$63,275,200. Also included in this document are a Five-Year Financial Plan and Municipal Budget Comparisons.

**New DPW Facility** – Replacing our DPW Facility is the number one capital priority for the Town. The new DPW Facility will provide needed space for our fleet and equipment, much of which is currently stored outside, and will house all of our Department's operations under one roof.

A DPW Facilities Committee was established in 2016 to study possible sites and recommend plans for a facility. In FY17, \$315,000 was appropriated at Town Meeting to support the planning and development of the new facility. The Town accepted title to the property at 18 Industrial Drive when it was gifted by the former owner in 2017. In FY18, approximately \$1,700,000 was transferred from the Infrastructure Investment Fund and General Stabilization Fund by vote at a Special Town Meeting in order to fund the site preparation and other costs associated with preparing 18 Industrial Drive as the site of the new facility. In FY19, the DPW Facility Committee expects to propose a full project at a Special Town Meeting.

The actual construction and initial borrowing (BAN) for this project is planned for FY 2019 depending on when the project is approved by Town Meeting, contingent upon a subsequent debt exclusion vote. At the current time, should voters approve this project, the permanent borrowings would be coordinated to come online after the retirement of the Elementary School Debt in FY 20. Debt service on our Mountview Feasibility study was retired in FY 17. The debt for the Dawson Rec Pool was paid off in FY 18.

**Capital Asset Study.** In FY 17, Town Meeting approved the appropriation of \$160,000 from available funds to upgrade the WiFi at Holden Elementary Schools and to purchase Information Technology Equipment. In FY 18, the Town Manager's budget proposed \$150,000 to be appropriated to augment and update various IT throughout the three Elementary Schools as well as improvements to school security. That proposal did not appear on the final warrant at Town Meeting. The Town of Holden has strongly supported its schools in the past and would like to continue to do so to the best of our legal authority and ability. The Voluntary Regional Assessment (RASA) has been approved in full by Holden Town Meeting consistently, but often lowered when it was not approved by the requisite number of other towns in the Regional School District. We are proposing a capital asset study in the FY 2019 budget so that the Town can properly anticipate and financially plan for continuous upgrades, replacements, and expansions to our school buildings, along with all other town owned buildings, in the future. Our town buildings are not only our most valuable asset but they are the most used and vital parts of our operations. Maintaining these properties through a strategic plan will save the Town money in the long run and provide our staff, the general public, and students with functioning places to work, do business and go to school. We have budgeted \$150,000 for the study.

**Open Space Stabilization Fund** – The Open Space Stabilization Fund was created in FY 17 to support the acquisition of open space. The amount of \$50,000 was transferred into the Open Space Fund in FY 17 and an additional \$50,000 was added in FY 18. We have once again proposed adding \$50,000 to the fund for FY 2019.

**Fire Stabilization Fund** - Holden took possession of a new ambulance in FY 18 but we do expect to maintain a three year rotation in which we replace one of our three ambulances every three years. In order to lessen the impact during the purchase year, we increased the amount requested for this fund in FY 19 to \$100,000 from last year's \$50,000.

**Health Insurance and Retirement** – The Town made a strategic decision in November, 2017 to leave the Group Insurance Commission. The Town will contract directly with Fallon for health insurance starting July 1, 2018. The GIC has since announced several decisions, some of which were subsequently rescinded, regarding their health insurance plans and coverage. Contracting directly with Fallon will cost the Town an increase of approximately 4%. However, the added cost is still believed to be less than what the cost would have been had the Town stayed in the GIC system. Health Insurance and Retirement mark the two biggest year over year, single line item increases to the FY 19 General Government operating budget.

**Regional Dispatch** – The Towns of Holden and Princeton formed the Wachusett Regional Emergency Communication Center in December 2014 using grants from State 911. The town of West Boylston joined WRECC in early 2017. Ongoing grants from State 911 and proportional payments from the Towns of Princeton and West Boylston will augment the costs of the Dispatch Center and thus lower Holden's costs, while providing a higher level of service for our residents. Part of our inter-municipal agreement with Princeton and West Boylston provides for the payment of an annual capital equipment charge. These funds have been deposited into the Dispatch Capital Fund. The proposed FY 19 addition will be \$18,000. WRECC continues to lead the way with advanced dispatch services. They will soon be adding the ability to receive cell phone 911 calls directly to our dispatch rather than patching through the Mass State Police. We have begun the process to add a fourth town to WRECC and anticipate that they will come on line sometime in FY 2019. The only new position being created in the FY 19 budget falls under Dispatch. The potential addition of another town to the WRECC, along with added cell phone coverage, requires another full time position in this department. Further, this position will be paid for with funds from the State 911 grant in FY 19 and is expected to be paid out of this grant for several more years. If the grant was to deteriorate or even be eliminated, the cost would remain shared by the member towns in proportion to their call volume/annual contribution.

**Reserves** – During the past few years, we have developed policies to address our Other Post Employment Benefits (OPEB) liability, establish an appropriate level of financial reserves, and with regard to the use of Free Cash. This Budget is consistent with these policies. A contribution in FY 19 to the OPEB Fund in the amount of \$404,693 represents ten percent of certified Free Cash. \$500,000 is being added to the General Stabilization Fund. Another \$568,000 of Free Cash will be applied to other Stabilization Funds and the Capital Budget. According to the recommendations in this document, a total of 36.4% of Free Cash has been tapped to offset the overall budget in FY 2019. The combined balance in our General Stabilization Fund of \$4,075,583 along with unappropriated Free Cash of \$2,574,235 results in reserves of \$6,649,818.

## ***REVENUES***

The FY 2019 Budget estimates total General Fund revenue at \$52,251,763, exclusive of our special funds. Of this amount, 79.9% or \$36,670,009 is derived from the Tax Levy; State Cherry Sheet revenue is estimated to be \$2,116,325 or 4.6%. As usual, we have set level funding on state aide because the state legislature will not vote on the final amount until much later in the budget

season. The amount of \$5,402,026 is expected from Local Receipts representing 11.8 %; \$1,702,799 from Free Cash and other Intra-Government Transfers, or 3.7 %; and \$6,328,304 from so-called Debt Excluded Revenue.

## ***EXPENDITURES***

**Wachusett Regional School District.** Holden's largest allocation is for Education, which includes the Town's expenditures to support the Wachusett Regional School District and Montachusett Regional Vocational School District. The FY 2019 proposed budget accounts for an increase of nearly 4% over last year's final WRSD assessment. Total Educational expenses reflected in this budget amount to \$27,903,567 and comprise 51.4 % of our operating budget. This predicted amount was derived from the Massachusetts Department of Elementary and Secondary Education (DESE) Chapter 70 Preliminary FY 19 summary for the Wachusett Regional School District Minimum Local Contribution. As of the time of completion for this budget, WRSD has not made a formal request for FY 19. However, in FY 18 WRSD requested \$2,405,440, or 10% over FY 17's final budget. The Town may have to make drastic changes to the municipal FY 19 spending contained herein if the WRSD presents another year-over-year increase similar to FY 18.

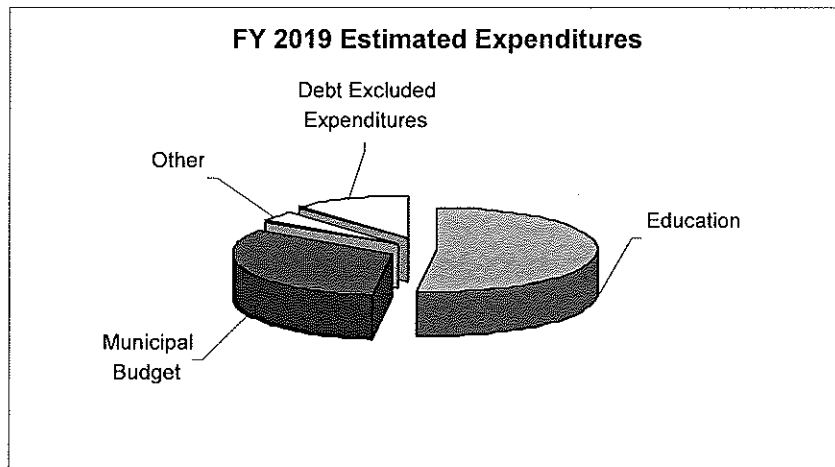
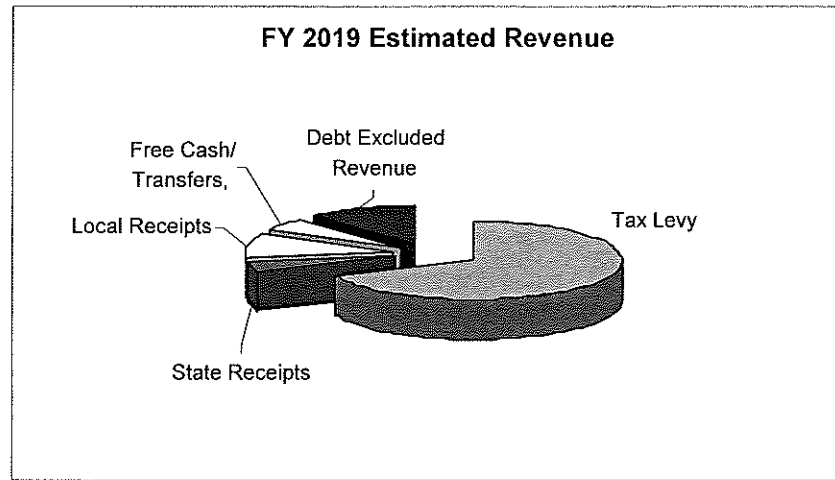
The WRSD Assessment consists of four categories: the Minimum Local Contribution which is set by the MA Department of Elementary and Secondary Education, bus transportation, debt service (Wachusett Regional High School project) which are required payments to the District. The budget request includes an additional amount that has come to be called the Regional Agreement Spending Assessment, or voluntary payment which is over and above the required amount. The WRSD budget set forth herein is our best estimate at this time.

Over the past several years, the District's initial budget did not receive the required support of four out of five District Member Towns. In FY 17, Holden's WRSD assessment was reduced by \$587,034 after the initial budget was approved by the Holden Town Meeting. In FY 18, Holden's WRSD assessment was reduced by \$307,170. Unlike in prior years, our tax levy was subsequently reduced by this amount thus lowering our overall tax rate in both FY 17 and FY 18. Another effect of lowering the tax levy is that the difference will not 'fall' to our Free Cash.

**Municipal Budget.** After Education, the Municipal Budget represents the next largest portion of expenditures (32.8%). These expenses include General Government, Public Safety, Public Works, Culture (Library and Historic Commission), Human Services (Senior Center and Veterans), and the Annual Capital Program. The Municipal Budget totals \$17,137,756 or an increase of 5.14% compared to last year. Other expenditures such as transfers to General Stabilization, other reserve funds, OPEB, and Overlay total \$1,904,959. Debt Excluded Expenditures are \$6,331,804 or 12.1 % of the General Fund Expenditures.



The following two charts illustrate our revenue from various sources and our expenditures – where the money comes from, and where it goes to. Note that approximately 79.9% of our revenue is derived from the property taxes and about 95% of our tax base is residential.



## ***RESOURCE PROFILE***

Pursuant to the 1981 MA State Law known as 'Proposition 2 ½', the annual permitted property tax levy is capped at a level which can only be exceeded by voter authorization through a town-wide ballot. This limit is calculated by taking the previous year's levy limit, increasing it by 2.5%, adding the property taxes generated by any new construction that has occurred in the Town in the prior year, and adding the current debt service cost of any borrowing that has been excluded from the limits of Prop 2 ½ by a town-wide ballot.

Taking these factors into consideration, our total allowable Proposition 2 ½ increase next year would be \$911,704. The unused levy capacity is the difference between the needed expense appropriation and the Proposition 2 ½ cap. For FY 2019, the total Tax Levy based on this budget is estimated to be \$36,670,009. This budget uses 0% (ZERO) of the FY 19 allowable '2 ½' increase, leaving a net excess levy capacity of \$1,384,852.

Free Cash was certified as of July 1, 2017 at \$ 4,046,928. We are proposing to apply \$1,472,693 of Free Cash to offset the expenses of this budget. Five hundred thousand dollars (\$500,000) goes to Stabilization, \$404,693 to OPEB, \$100,000 will be contributed to the Fire Stabilization Fund, \$50,000 into the Open Space Fund, \$100,000 to DPW Depreciation Fund, \$18,000 into Dispatch Infrastructure Stabilization, and \$300,000 would be applied to the General Fund portion of the FY 2019 Capital Improvement Program. As mentioned previously, this would amount to using about 36.4% of Free Cash and will leave a balance in Free Cash of \$2,574,235.

The projected tax rate for FY 2019 is \$18.30 per thousand dollars of assessed valuation. This is a \$0.69 increase compared to FY 2018 recap (\$17.61) -- a 3.9 % increase in the rate. This is an estimated rate only and subject to change; the actual rate will be established once the Budget is approved at Town Meeting, four out of five towns vote the District's Educational Assessment, the Recapitulation (Recap) Sheets are filed with the Department of Revenue, a unified tax rate has been established, and the Board of Assessors set the town-wide valuation schedules (November 2018). The average home value for FY19 as exhibited in the Resource Profile would be \$314,281 representing a 2% increase in values. Based on a tax rate of \$18.30, an average home owner can expect to pay about \$5,751 per year in real estate taxes, or \$324.56 more per household (5.9%) compared to last year. The increase is mainly due to rising costs of health insurance, retirement, capital spending and anticipated increase in the school assessment.

## ***OTHER FUNDS***

The Town has other funds, separate from the General Fund, which are considered 'restricted funds' and are supported, in general, by service fees. We have two Enterprise Funds: Water-Sewer and Solid Waste and Recycling, and four Revolving Funds: Recreation, Before- and After-School, Inspections, and Community Television.

### ***Water Sewer Enterprise Fund***

As proposed for FY 19, the Water Sewer Enterprise Fund's expenditures are increasing slightly more than 2 percent. This increase is primarily attributed to increases in costs related to the purchase of drinking water from the City of Worcester, the cost to transport sewerage through Worcester, and the costs to treat that sewerage at the Upper Blackstone Water Pollution Abatement District (UBWPAD). The costs associated with just these three line items is up over 5.5 percent alone. An additional contributor to the cost increases is the Debt Service line item. This item is increasing as a result of in the increased capital investment that has been made in both the water and sewer systems.

A rate increase in the amount of approximately \$220,000 is proposed. This rate increase represents an approximate increase of 3.8-percent of the total rates. At this time, we have not determined the final structure of the rate increases to be recommended, but as an example, the last increase in water and sewer rates was in July, 2016, for FY 17. At that time, the rate increase was for 3.6-percent of revenue. The increase was entirely in the sewer fixed fee portion of the rate structure, and represented less than \$40 per year for an average residential household. The 3.8-percent rate increase recommended for FY 19 represents the Water Sewer Enterprise Fund's attempt to incur small, periodic rate increases to cover increases in expenses, and to avoid larger, infrequent increases.

### ***Solid Waste/ Recycling Fund***

The Solid Waste/ Recycling Fund will break even in FY 2019. The Board of Selectmen raised fees at the beginning of FY 18, which included a plan to raise fees again in FY 2020, when a deficit would be anticipated if fees adjusted at that time. Fees for the solid waste/recycling program were raised as part of a restructuring that needed to take place after the new contract with Casella waste management was entered into at the beginning of FY 18. An increase in fees was necessitated due to changes in the recycling markets and increased costs for tipping fees at Wheelabrator of Millbury.

### ***Inspections***

The fees for our various building permits and inspections – building, electrical, plumbing, gas, etc., have not been adjusted in over fifteen years, and the fees collected do not offset our costs. My office is working in conjunction with the Planning and Development department to create a fee schedule that will bring Holden’s inspection fees into closer proximity with surrounding towns while minimizing impact to local businesses and homeowners. We believe that the consistent and robust level of new construction that has taken place over the last several years will continue and that the market can easily absorb increased inspection fees. The new fee schedule will be presented at some point in the Spring of 2018.

## ***CONCLUSION***

The proposed FY 2019 budget maintains our municipal services at levels that residents have come to expect. This budget also supports our commitment to our schools by proposing a nearly one million dollar increase to education. At the time of this writing, the WRSD budget has not yet been released, but if a more significant increase is proposed by the school district, paying for such would likely require cuts to the municipal side or a more sizable increase to the tax rate.

This budget provides unprecedented financial reserves, continues to fund our capital and infrastructure improvements, and continues to address our OPEB obligation. Due to the strength of our financial picture, in the past five years, the Town’s credit rating has been upgraded by Standard and Poors from AA-- to AA, and from AA to AA+ . Moody’s also upgraded our Municipal Credit Rating to AA2 in 2016. A good credit rating means lower interest rates on our borrowings which translates into cost savings to our taxpayers. The fiscal health of our other funds such as Water-Sewer Enterprise, Solid Waste & Recycling Fund, and Recreation Revolving Fund also play a part in the Town’s stable financial outlook.

Over the coming weeks, I look forward to working with the Finance Committee, the Board of Selectmen, and other interested citizens to produce a final budget that meets the needs and expectations of the citizens of Holden. We have a growing and thriving community that requires a balance between providing the very best municipal services possible while doing so in an efficient, cost effective manner. Holden is an inviting place to live and work for a multitude of reasons; it is a safe town, it is a town where our youth have a host of options for recreation, where our elderly have access to quality services and a vibrant Senior Center, where our children can get a great public education, where people of all ages can enjoy a welcoming and bustling library, and where we truly do “care for each other” as some of the older road signs entering town still say. Theoretically, any government can provide all of these things but in the end, the cost of services must remain affordable for all of our residents, no matter their socio-economic background.

Lastly, I'd like to thank and acknowledge our Department Heads, especially our finance team, and our many talented employees for their assistance in the preparation of this budget and for the dedication that they hold to the Town of Holden. We were able to prepare this budget on a strict timeline, and due to everyone's hard work in meeting deadlines, the Finance Committee and Board of Selectmen will have more time than usual to review the material. Special thanks go to Lori Rose, Town Accountant, for her expertise and good counsel, and to Donna Cross, Administrative Assistant, for her skills preparing and assembling this document and her endless patience.

A handwritten signature in blue ink, reading "Peter M. Lukes", with a long horizontal flourish extending to the right.

Peter M. Lukes  
Town Manager

# TOWN OF HOLDEN FY 2019 RESOURCE PROFILE

	FY17 RECAP	FY18 SUBMITTED	FY18 TOWN MEETING	FY18 RECAP	FY19 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
<b>GENERAL FUND EXPENDITURES</b>							
Required Minimum Contribution	17,578,031	17,626,751	17,626,751	17,626,751	18,233,370	606,619	3.44%
Voluntary Regional Assessment RASA	5,090,755	6,751,522	5,986,307	5,986,307	5,859,105	-127,202	-2.12%
Adj for Revised Regional School Assessment	-587,034	0	0	-307,170	0	307,170	-100.00%
School Transportation	1,625,660	1,734,579	1,839,318	1,839,318	1,960,088	120,770	6.57%
Montachusett Assessment	671,709	738,880	761,232	761,232	791,681	30,449	4.00%
Out of District Vocational	52,000	53,000	38,000	38,000	0	-38,000	-100.00%
Education	24,431,121	26,904,732	26,251,608	25,944,438	26,844,244	899,806	3.47%
Percentage of General Fund Expenditures	49.8%	51.8%	51.6%	51.3%	51.4%	56.0%	
Percentage of General Fund Expenditures (Excluding Debt)	57.1%	58.9%	59.3%	59.0%	58.5%	46.7%	
General Government	5,648,765	5,839,331	5,799,704	5,799,704	6,176,364	376,660	6.49%
Public Safety	5,184,975	5,420,145	5,389,495	5,389,495	5,472,541	83,046	1.54%
Public Works	2,850,342	3,010,671	3,008,671	3,008,671	2,935,526	-73,145	-2.43%
Culture	876,070	877,783	873,783	873,783	891,318	17,535	2.01%
Human Services	339,625	342,989	346,489	346,489	360,167	13,678	3.95%
Capital Budget	1,069,000	1,172,500	882,000	882,000	1,302,540	420,540	47.68%
School Capital Project	160,000	150,000	0	0	0	0	
DPW Design	315,000	0	0	0	0	0	
Land Purchase	100,000	0	0	0	0	0	
Municipal Budget	16,543,777	16,813,419	16,300,142	16,300,142	17,138,456	838,314	5.14%
Percentage of General Fund Expenditures	33.7%	32.4%	32.0%	32.2%	32.8%	52.1%	
Percentage of General Fund Expenditures (Excluding Debt)	38.6%	36.8%	36.8%	37.1%	37.3%	43.5%	
DPW Depreciation Fund	50,000	50,000	50,000	50,000	100,000	50,000	100.00%
Fire Vehicle Stabilization Fund	50,000	50,000	50,000	50,000	100,000	50,000	100.00%
Open Space Stabilization Fund	50,000	50,000	50,000	50,000	50,000	0	0.00%
Dispatch Infrastructure Stabilization Fund	5,000	16,000	16,000	16,000	18,000	2,000	12.50%
Non-Exempt Debt	355,280	216,068	216,068	216,068	304,742	88,674	41.04%
Oil Spill Clean Up Debt (Jefferson School)	40,875	40,875	39,878	39,878	39,878	0	0.00%
State Assessments (Transportation)	136,033	136,033	136,033	137,646	137,646	0	0.00%
Overlay/Abatements	251,108	250,000	250,000	252,381	250,000	-2,381	-0.94%
Stabilization Fund Appropriation	500,000	750,000	500,000	500,000	500,000	0	0.00%
Other Post Employment Benefits Trust Fund	393,473	404,884	404,884	404,884	404,693	-191	-0.05%
Other Expenditures	1,831,769	1,963,860	1,712,863	1,716,857	1,904,959	188,102	10.96%
<b>TOTAL GENERAL FUND EXP. - NON-EXCLUSION</b>	<b>42,806,667</b>	<b>45,682,011</b>	<b>44,264,613</b>	<b>43,961,437</b>	<b>45,887,659</b>	<b>1,926,222</b>	<b>4.38%</b>
<b>DEBT EXCLUSION EXPENDITURES</b>							
Exempt Debt - excluded	5,209,624	5,216,123	5,646,123	5,646,123	5,312,359	-333,764	-5.91%
High School Debt - excluded	1,019,445	1,019,445	1,003,727	1,003,727	1,019,445	15,718	1.57%
Debt Excluded Expenditures	6,229,069	6,235,568	6,649,850	6,649,850	6,331,804	-318,046	-4.78%
Percentage of General Fund Expenditures	12.7%	12.0%	13.1%	13.1%	12.1%	-19.8%	-145.8%
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>49,035,736</b>	<b>51,917,579</b>	<b>50,914,463</b>	<b>50,611,287</b>	<b>52,219,463</b>	<b>1,608,176</b>	<b>3.28%</b>
<b>REVENUE/EXPENDITURE DIFFERENCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>School Change</b>							
WRSD School Budget without Debt	\$23,707,412	\$26,112,852	\$25,452,376	\$25,452,376	\$26,052,563	\$600,187	2.36%
WRSD School Budget with Debt	\$24,767,732	\$27,173,172	\$26,495,981	\$26,495,981	\$27,111,886	\$615,905	2.32%

# TOWN OF HOLDEN FY 2019 RESOURCE PROFILE

	FY17 RECAP	FY18 SUBMITTED	FY18 TOWN MEETING	FY18 RECAP	FY19 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
Total Assessed Value (Est.)	2,091,650,920	2,133,483,900	2,133,483,900	2,208,757,900	2,252,933,058	44,175,158	2.0%
Average Assessed Home	293,092	298,950	298,950	308,119	314,281	6,162	2.0%
Tax Rate	17.59	18.81	18.34	17.61	18.28	\$ 0.67	3.8%
Average Tax Bill	5,155	5,622	5,482	5,426	5,746	\$ 320.05	
Tax Rate Change	0.34	1.22	-0.47	0.02	0.67		
Excess Levy Capacity	2,274,167	743,259	1,427,932	1,970,843	1,384,852	-585,991	
<b>GENERAL FUND REVENUES</b>							
Tax Levy	32,506,042	35,724,898	34,307,133	34,442,485	36,595,009	2,152,524	6.25%
Supplemental Tax Assessment	60,000	60,000	60,000	60,000	75,000	15,000	25.00%
Tax Receipts - Non-excluded	32,566,042	35,784,898	34,367,133	34,502,485	36,670,009	2,167,524	6.66%
Percentage of General Fund Revenues	75.7%	78.2%	77.5%	77.7%	79.9%	147.8%	
Cherry Sheet- Unrestricted	1,843,617	1,843,617	1,843,617	1,915,492	1,915,492	0	0.00%
Cherry Sheet- Offsets	227,859	197,390	197,390	200,833	200,833	0	0.00%
State Receipts	2,071,476	2,041,007	2,041,007	2,116,325	2,116,325	0	0.00%
Percentage of General Fund Revenues	4.8%	4.5%	4.6%	4.8%	4.6%	0.0%	
General Estimated Receipts	1,987,392	1,893,426	1,893,426	1,889,400	1,911,875	22,475	1.19%
Indirect Charges	92,000	92,000	92,000	92,000	94,800	2,800	3.04%
Excise Receipts	2,050,000	2,100,000	2,100,000	2,100,000	2,300,000	200,000	9.52%
Sewer Connection Betterment	42,000	41,500	41,500	41,500	41,500	0	0.00%
EMS Receipts	850,000	850,000	850,000	850,000	850,000	0	0.00%
Regional Dispatch Municipal Assessment	85,290	235,000	235,000	235,000	203,851	-31,149	-13.25%
Local Receipts	5,106,682	5,211,926	5,211,926	5,207,900	5,402,026	194,126	3.73%
Percentage of General Fund Revenues	11.9%	11.4%	11.7%	11.7%	11.8%	13.2%	
Free Cash	2,948,743	2,420,884	2,420,884	2,270,884	1,472,693	-798,191	-35.15%
Overlay Reserve	50,000	50,000	50,000	50,000	50,000	0	0.00%
Light Dept In Lieu	144,277	147,163	147,163	147,163	150,106	2,943	2.00%
Wachusett Fund	25,000	25,000	25,000	25,000	25,000	0	0.00%
Cemetery Perpetual Care Trust Fund	5,000	5,000	5,000	5,000	5,000	0	0.00%
Recreation Portion Pool Debt	100,000	100,000	100,000	100,000	0	-100,000	-100.00%
Free Cash / Intra-Government Transfers	3,273,020	2,748,047	2,748,047	2,598,047	1,702,799	-895,248	-34.46%
Percentage of General Fund Revenues	7.6%	6.0%	6.2%	5.8%	3.7%	-61.1%	-1043.9%
<b>TOTAL GENERAL FUND REV - NON-EXCLUSION</b>	<b>43,017,220</b>	<b>45,785,878</b>	<b>44,368,113</b>	<b>44,424,757</b>	<b>45,891,159</b>	<b>1,466,402</b>	<b>3.30%</b>
<b>DEBT EXCLUSION REVENUE</b>							
Debt Exclusion (Net)	4,285,728	4,398,913	4,813,562	4,453,742	4,595,517	141,775	3.18%
SBAB Reimbursement Elementary	1,732,788	1,732,788	1,732,788	1,732,788	1,732,787	-1	0.00%
Debt Excluded Revenue	6,018,516	6,131,701	6,546,350	6,186,530	6,328,304	141,774	2.36%
<b>TOTAL GENERAL FUND REVENUE</b>	<b>49,035,736</b>	<b>51,917,579</b>	<b>50,914,463</b>	<b>50,611,287</b>	<b>52,219,463</b>	<b>1,608,176</b>	<b>3.28%</b>

# TOWN OF HOLDEN FY 2019 RESOURCE PROFILE

	FY17 RECAP	FY18 SUBMITTED	FY18 TOWN MEETING	FY18 RECAP	FY19 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
<b>RESTRICTED REVENUE</b>							
LIBRARY OFFSETS	29,685	29,685	29,685	29,685	30,923	1,238	4.17%
RECREATION REVOLVING	432,898	509,596	509,596	509,596	518,827	9,231	1.81%
AFTER SCHOOL REVOLVING	327,072	317,846	317,846	317,846	329,796	11,950	3.76%
CABLE REVOLVING ACCOUNT	230,000	250,000	250,000	250,000	250,000	0	0.00%
SOLID WASTE ENTERPRISE FUND	1,142,967	1,315,600	1,315,600	1,276,390	1,263,800	-12,590	-0.99%
INSPECTIONAL SERVICES REVOLVING	182,500	212,750	212,750	212,750	246,000	33,250	15.63%
WATER SEWER REVENUE	6,253,304	6,308,900	6,308,900	6,274,037	6,704,000	429,963	6.85%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	
DPW DEPRECIATION FUND	50,000	50,000	50,000	50,000	100,000	50,000	100.00%
FIRE VEHICLE STABILIZATION FUND	50,000	220,000	220,000	220,000	100,000	-120,000	-54.55%
<b>TOTAL RESTRICTED REVENUE</b>	<b>8,698,426</b>	<b>9,214,377</b>	<b>9,214,377</b>	<b>9,140,304</b>	<b>9,543,346</b>	<b>403,042</b>	<b>4.41%</b>
<b>RESTRICTED EXPENDITURES</b>							
LIBRARY OFFSETS	29,685	29,685	29,685	29,685	30,923	1,238	4.17%
RECREATION REVOLVING	479,754	491,096	491,096	491,096	424,690	-66,406	-13.52%
AFTER SCHOOL REVOLVING	332,094	323,907	323,907	323,907	352,653	28,746	8.87%
CABLE REVOLVING ACCOUNT	338,217	432,332	432,332	432,332	403,018	-29,314	-6.78%
SOLID WASTE ENTERPRISE FUND	1,212,967	1,290,618	1,276,390	1,276,390	1,299,787	23,397	1.83%
INSPECTIONAL SERVICES REVOLVING	246,219	255,258	255,258	255,258	262,176	6,918	2.71%
WATER SEWER EXPENSES	7,407,864	7,986,037	7,963,037	7,963,037	8,132,490	169,453	2.13%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	
DPW DEPRECIATION FUND	272,469	0	0	0	150,000	150,000	
FIRE VEHICLE STABILIZATION FUND	600,000	0	0	0	0	0	
<b>TOTAL RESTRICTED EXPENDITURES</b>	<b>10,919,269</b>	<b>10,808,933</b>	<b>10,771,705</b>	<b>10,771,705</b>	<b>11,055,737</b>	<b>284,032</b>	<b>2.64%</b>



**BUDGET COMPARISON  
FY2018 TO FY2019**

Department	FY2018				FY2019				Change	
	Personnel Services	Expenses	Offsets	Total	Personnel Services	Expenses	Offsets	Total	Dollar	Percentage
Moderator	100	65	-	165	100	65	-	165	-	0.0%
Selectmen	7,250	22,800	-	30,050	7,250	23,800	-	31,050	1,000	3.4%
Finance Committee	-	151,786	-	151,786	-	151,786	-	151,786	-	0.0%
Town Manager/ Personnel	399,732	173,336	22,000	551,068	455,359	174,300	22,500	607,159	56,091	12.6%
Information Technology	236,694	150,420	104,000	283,114	247,813	150,320	112,000	286,133	3,019	1.0%
Accounting	168,650	26,350	27,900	167,100	170,537	26,350	31,010	165,877	(1,223)	-0.8%
Treasurer/ Collector	229,142	61,858	57,500	233,500	221,837	68,400	60,425	229,812	(3,688)	-1.5%
Assessor	183,731	30,600	-	214,331	188,154	31,200	-	219,354	5,023	2.0%
Legal	-	180,000	-	180,000	-	180,000	-	180,000	-	0.0%
Town Clerk	168,160	33,041	-	201,201	196,674	36,591	-	233,265	32,064	13.1%
Insurance	-	1,896,200	-	1,896,200	-	2,011,200	-	2,011,200	115,000	6.4%
Retirement	-	1,377,780	-	1,377,780	-	1,531,053	-	1,531,053	153,273	11.1%
Debt	-	5,863,818	1,732,788	4,131,030	-	5,618,642	1,732,787	3,885,855	(245,175)	-6.6%
Planning & Development	157,914	138,920	-	296,834	172,475	124,900	-	297,375	541	0.2%
Sealer of Weights & Measures	4,000	1,175	-	5,175	4,000	2,200	-	6,200	1,025	20.3%
<b>Subtotal General Government</b>	<b>1,555,373</b>	<b>10,108,149</b>	<b>1,944,188</b>	<b>9,719,334</b>	<b>1,664,199</b>	<b>10,130,807</b>	<b>1,958,722</b>	<b>9,836,284</b>	<b>116,950</b>	<b>1.3%</b>
Police	2,091,541	204,000	-	2,295,541	2,085,632	207,000	-	2,292,632	(2,909)	-0.1%
Dispatch	535,267	32,400	-	567,667	572,569	32,400	-	604,969	37,302	7.8%
Animal control	61,227	8,998	-	70,225	62,387	8,600	-	70,987	762	1.1%
Fire	1,880,228	278,950	-	2,159,178	1,937,670	284,150	-	2,221,820	62,642	5.2%
EMS	-	-	-	-	-	-	-	-	-	0.0%
Emergency Management	73,064	13,320	-	86,384	73,633	10,000	-	83,633	(2,751)	-3.1%
Public Safety Building	-	210,500	-	210,500	-	198,500	-	198,500	(12,000)	-5.6%
<b>Subtotal Public Safety</b>	<b>4,641,327</b>	<b>748,168</b>	<b>-</b>	<b>5,389,495</b>	<b>4,731,891</b>	<b>740,650</b>	<b>-</b>	<b>5,472,541</b>	<b>83,046</b>	<b>1.6%</b>
DPW Administration	189,670	12,300	-	201,970	196,412	11,700	-	208,112	6,142	3.2%
DPW Engineering	157,613	180,175	-	337,788	164,909	180,475	-	345,384	7,596	2.5%
DPW Highway	518,125	873,800	-	1,391,925	517,276	834,800	-	1,352,076	(39,849)	-2.9%
DPW Equipment Repair	188,942	18,450	49,000	158,392	190,856	17,650	50,400	158,106	(286)	-0.2%
DPW Building and Grounds	435,596	340,700	28,000	748,296	426,898	346,750	28,840	744,808	(3,488)	-0.5%
DPW Garage	-	93,300	-	93,300	-	47,800	-	47,800	(45,500)	-110.4%
<b>Subtotal Public Works</b>	<b>1,489,946</b>	<b>1,518,725</b>	<b>77,000</b>	<b>2,931,671</b>	<b>1,496,351</b>	<b>1,439,175</b>	<b>79,240</b>	<b>2,856,286</b>	<b>(75,385)</b>	<b>-2.7%</b>
Veterans Benefits	15,000	59,500	-	74,500	18,852	60,600	-	79,452	4,952	7.1%
Senior Center	243,589	28,400	-	271,989	251,365	29,350	-	280,715	8,726	3.2%
<b>Subtotal Human Services</b>	<b>258,589</b>	<b>87,900</b>	<b>-</b>	<b>346,489</b>	<b>270,217</b>	<b>89,950</b>	<b>-</b>	<b>360,167</b>	<b>13,678</b>	<b>4.0%</b>
Library	611,126	255,957	-	867,083	623,519	261,099	-	884,618	17,535	2.0%
Historical Commission	-	6,700	-	6,700	-	6,700	-	6,700	-	0.0%
<b>Subtotal Culture</b>	<b>611,126</b>	<b>262,657</b>	<b>-</b>	<b>873,783</b>	<b>623,519</b>	<b>267,799</b>	<b>-</b>	<b>891,318</b>	<b>17,535</b>	<b>2.0%</b>
<b>TOTAL MUNICIPAL:</b>	<b>8,556,361</b>	<b>12,725,599</b>	<b>2,021,188</b>	<b>19,260,772</b>	<b>8,786,177</b>	<b>12,668,381</b>	<b>2,037,962</b>	<b>19,416,596</b>	<b>155,824</b>	<b>0.8%</b>
Total minus Insurance, Retirement and Debt				11,855,762				11,988,488	132,726	1.2%
<b>EDUCATION:</b>										
Minumum Required Contribution		17,626,751		17,626,751		18,233,370		18,233,370	606,619	3.5%
Voluntary Contribution		5,679,137		5,679,137		5,859,105		5,859,105	179,968	3.8%
Transportation		1,839,318		1,839,318		1,960,088		1,960,088	120,770	7.7%
Debt		1,043,605		1,043,605		1,059,323		1,059,323	15,718	1.5%
<b>Subtotal WRSD</b>		<b>26,188,811</b>		<b>26,188,811</b>		<b>27,111,886</b>		<b>27,111,886</b>	<b>923,075</b>	<b>3.7%</b>
Montachusett Reg. Voc. Tech		761,232		761,232		791,681		791,681	30,449	4.2%
<b>TOTAL EDUCATION:</b>		<b>26,950,043</b>		<b>26,950,043</b>		<b>27,903,567</b>		<b>27,903,567</b>	<b>953,524</b>	<b>3.7%</b>
Total minus Insurance, Retirement and Debt				11,855,762				11,988,488	132,726	1.2%
Capital				882,000				1,302,540	420,540	30.8%
<b>TOTAL OPERATING AND CAPITAL W/O FIXED COSTS:</b>				<b>12,737,762</b>				<b>13,291,028</b>	<b>553,266</b>	<b>4.3%</b>

**TOWN OF HOLDEN  
FIVE YEAR PLAN  
FY 2018 - FY2023**

	FY 2018	FY 2019	Dollar Change	Percent Change	FY 2020	Dollar Change	Percent Change	FY 2021	Dollar Change	Percent Change	FY 2022	Dollar Change	Percent Change	FY 2023	Dollar Change	Percent Change
<b>REVENUE</b>																
State Aid	2,146,010	2,147,248	1,238	0.06%	2,141,749	(5,499)	-0.26%	2,141,749	-	0.00%	2,141,749	-	0.00%	2,141,749	-	0.00%
School Construction Aid	1,732,788	1,732,787	(1)	0.00%	1,732,786	(1)	0.00%	-	(1,732,786)	-100.00%	-	-	0.00%	-	-	0.00%
Local Receipts	5,207,800	5,402,026	194,126	3.73%	5,493,537	91,511	1.69%	5,509,235	16,697	0.29%	5,534,281	25,046	0.45%	5,550,373	16,092	0.29%
Free Cash Usage	2,270,884	1,472,693	(798,191)	-35.16%	1,071,424	(401,269)	-27.25%	754,281	(317,143)	-29.60%	749,000	(5,281)	-0.70%	749,000	-	0.00%
Overlay Reserve Surplus	50,000	50,000	-	0.00%	50,000	-	0.00%	75,000	25,000	0.00%	75,000	-	0.00%	75,000	-	0.00%
Property Tax	34,442,485	36,595,009	2,152,524	6.25%	37,583,238	988,229	2.70%	38,959,713	1,376,475	3.66%	40,364,070	1,404,357	3.60%	41,786,487	1,422,417	3.52%
Debt Exclusion (NET)	4,453,742	4,595,517	141,775	3.18%	5,255,039	659,522	14.36%	5,691,729	436,690	8.31%	5,647,640	(44,089)	-0.77%	5,601,856	(45,784)	-0.81%
Other Rev. (HMLD & recreation, Wachusett F	337,163	255,106	(82,057)	-24.34%	258,108	3,002	1.18%	261,170	3,062	1.19%	264,293	3,123	1.20%	267,479	3,186	1.21%
<b>TOTAL REVENUES</b>	<b>50,640,972</b>	<b>52,250,386</b>	<b>1,609,414</b>	<b>3.18%</b>	<b>53,585,881</b>	<b>1,335,496</b>	<b>2.56%</b>	<b>53,392,877</b>	<b>(193,005)</b>	<b>-0.36%</b>	<b>54,776,033</b>	<b>1,383,156</b>	<b>2.59%</b>	<b>56,171,944</b>	<b>1,395,911</b>	<b>2.55%</b>
<b>APPROPRIATIONS</b>																
Operating Budgets																
Wachusett Reg. School District	25,145,206	26,052,563	907,357	3.61%	26,834,140	781,577	3.00%	27,639,164	805,024	3.00%	28,468,339	829,175	3.00%	29,322,389	854,050	3.00%
Montachusett Reg. Tech. School	761,232	791,681	30,449	4.00%	815,431	23,750	3.00%	839,894	24,463	3.00%	865,091	25,197	3.00%	891,044	25,953	3.00%
Out of District Vocational Ed	38,000	-	(38,000)	-100.00%	-	-	-	-	-	-	-	-	-	-	-	-
Town	12,144,162	12,293,663	149,501	1.23%	12,539,536	245,873	2.00%	12,790,327	250,791	2.00%	13,046,134	255,807	2.00%	13,307,056	260,923	2.00%
Capital budget																
Exempt Debt Service	6,649,850	6,331,804	(318,046)	-4.78%	6,990,825	659,021	10.41%	5,694,229	(1,296,596)	-18.55%	5,649,640	(44,589)	-0.78%	5,603,856	(45,784)	-0.81%
Non-Exempt Service	255,946	344,620	88,674	34.65%	343,142	(1,478)	-0.43%	248,201	(94,941)	-27.67%	339,312	91,111	36.71%	215,052	(124,260)	-36.62%
Cash	682,000	1,302,540	420,540	47.68%	1,023,000	(279,540)	-21.46%	1,011,000	(12,000)	-1.17%	1,013,000	2,000	0.20%	1,115,000	102,000	10.07%
Infrastructure Investment Fund	-	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
<b>Total Capital</b>	<b>7,787,796</b>	<b>7,978,964</b>	<b>191,168</b>	<b>2.45%</b>	<b>8,356,967</b>	<b>378,003</b>	<b>4.74%</b>	<b>6,953,430</b>	<b>(1,403,537)</b>	<b>-16.79%</b>	<b>7,001,952</b>	<b>48,522</b>	<b>0.70%</b>	<b>6,933,908</b>	<b>(68,044)</b>	<b>-0.97%</b>
Pensions	1,377,780	1,531,053	153,273	11.12%	1,607,606	76,553	5.00%	1,687,986	80,380	5.00%	1,772,385	84,399	5.00%	1,861,004	88,619	5.00%
Insurance	1,896,200	2,011,200	115,000	6.06%	2,192,208	181,008	9.00%	2,389,507	197,299	9.00%	2,604,562	215,056	9.00%	2,838,973	234,411	9.00%
State Assessments	137,646	137,646	-	0.00%	137,646	-	0.00%	137,646	-	0.00%	137,646	-	0.00%	137,646	-	0.00%
Offset Aid - Library	29,685	30,923	1,238	4.17%	30,923	-	0.00%	30,923	-	0.00%	30,923	-	0.00%	30,923	-	0.00%
Overlay Reserve	252,381	250,000	(2,381)	-0.94%	200,000	(50,000)	-20.00%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	0.00%
Warrant Art. - Stabilization Fund	500,000	500,000	-	0.00%	300,000	(200,000)	-40.00%	150,000	(150,000)	-50.00%	150,000	-	0.00%	150,000	-	0.00%
Warrant Art. - Other Stabilization	166,000	268,000	102,000	61.45%	274,000	6,000	2.24%	324,000	50,000	18.25%	249,000	(75,000)	-23.15%	249,000	-	0.00%
Other Post Employment Benefits	404,884	404,693	(191)	-0.05%	297,424	(107,269)	-28.51%	250,000	(47,424)	-16.94%	250,000	-	0.00%	250,000	-	0.00%
<b>TOTAL APPROPRIATIONS</b>	<b>50,640,972</b>	<b>52,250,386</b>	<b>1,609,414</b>	<b>3.18%</b>	<b>53,585,881</b>	<b>1,335,496</b>	<b>2.56%</b>	<b>53,392,877</b>	<b>(193,004)</b>	<b>-0.36%</b>	<b>54,776,032</b>	<b>1,383,155</b>	<b>2.59%</b>	<b>56,171,944</b>	<b>1,395,911</b>	<b>2.55%</b>
<b>BALANCE</b>	<b>(0)</b>	<b>-</b>			<b>0</b>			<b>(0)</b>			<b>0</b>			<b>0</b>		
Approximate Tax Rate (at current +	17.61	18.28	0.67		18.83	0.54		19.62	0.80		20.22	0.60		20.83	0.60	
Excess Levy (approximate)	1,970,943	1,384,852			1,746,119			1,752,878			1,766,336			1,797,179		

## BUDGET SUMMARY

	Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Request FY 2019	Manager FY 2019
General Government	4,772,655	4,972,529	5,338,354	5,799,705	3,369,297	6,180,464	6,176,364
Public Safety	4,416,371	4,567,184	4,771,096	5,389,495	2,181,792	5,581,486	5,472,541
Public Works	2,631,822	2,551,082	2,694,757	3,008,671	1,098,968	2,936,526	2,935,526
Human Services	294,839	356,244	319,920	346,489	158,830	360,267	360,167
Culture	788,430	828,655	844,754	873,783	408,547	888,635	891,318
<b>TOTAL MUNICIPAL</b>	<b>12,904,117</b>	<b>13,275,694</b>	<b>13,968,881</b>	<b>15,418,143</b>	<b>7,217,434</b>	<b>15,947,378</b>	<b>15,835,916</b>
<b>TOTAL DEBT</b>	<b>4,157,151</b>	<b>4,530,771</b>	<b>5,566,699</b>	<b>5,863,818</b>	<b>3,335,057</b>	<b>5,618,642</b>	<b>5,618,642</b>
<b>TOTAL EDUCATION</b>	<b>22,719,125</b>	<b>23,718,087</b>	<b>25,483,745</b>	<b>26,988,043</b>	<b>13,788,851</b>	<b>27,887,849</b>	<b>27,887,849</b>
<b>TOTAL MUNICIPAL, DEBT AND EDUCATION</b>	<b>39,780,393</b>	<b>41,524,552</b>	<b>45,019,325</b>	<b>48,270,004</b>	<b>24,341,342</b>	<b>49,453,869</b>	<b>49,342,407</b>
<b>OTHER FUNDS</b>							
Water/Sewer Enterprise Fund	6,046,327	6,338,815	6,679,748	7,963,037	3,223,096	8,136,937	8,132,490
Solid Waste Enterprise Fund	1,119,584	1,089,343	1,135,626	1,290,618	569,193	1,299,387	1,299,787
Inspection Revolving Fund	223,453	235,220	229,342	255,258	122,113	292,776	262,176
Cable Revolving Fund	220,403	274,239	289,754	432,332	97,934	399,199	403,018
Recreation Revolving Fund	445,060	356,725	373,801	391,096	213,995	423,625	424,690
Before/After School Revolving Fund	296,037	309,575	323,221	323,907	166,649	352,343	352,653
<b>TOTAL OTHER FUNDS</b>	<b>8,350,864</b>	<b>8,603,917</b>	<b>9,031,492</b>	<b>10,656,248</b>	<b>4,392,980</b>	<b>10,904,267</b>	<b>10,874,814</b>
	<b>Balance FY 2015</b>	<b>Balance FY 2016</b>	<b>Balance FY 2017</b>	<b>Balance FY 2018</b>	<b>December YTD</b>	<b>Balance FY 2019</b>	<b>Balance FY 2019</b>
General Stabilization Fund	2,168,247	2,718,207	3,249,114	3,410,673	3,410,673	3,910,673	3,910,673
Water/Sewer Stabilization Fund	176,087	182,551	183,502	183,713	183,713	183,713	183,713
Fire Vehicle Stabilization Fund	573,395	597,862	40,546	264,035	264,035	364,035	364,035
Open Space Stabilization Fund	0	0	51,673	102,515	102,515	152,515	152,515
Dispatch Stabilization Fund	0	0	5,167	21,423	21,423	39,423	39,423
DPW Depreciation Fund	619,741	455,323	231,404	282,453	282,453	232,453	232,453
Infrastructure Investment Fund	1,333,961	1,346,167	1,346,934	1,347,654	562	0	0
Other Post Employment Benefits TF	894,015	1,471,687	2,183,577	2,871,475	2,871,475	3,423,168	3,423,168
<b>STABILIZATION BALANCES</b>	<b>5,765,446</b>	<b>6,771,797</b>	<b>7,291,917</b>	<b>8,483,941</b>	<b>7,136,849</b>	<b>8,305,980</b>	<b>8,305,980</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

	Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Request FY 2019	Manager FY 2019
<b>GENERAL GOVERNMENT</b>							
Moderator	100	100	100	165	0	165	165
Finance Committee	151,546	35,687	236	151,786	636	151,786	151,786
Selectmen	24,401	24,870	25,920	30,050	9,504	31,050	31,050
Town Manager/Personnel	376,286	401,903	394,596	573,068	150,175	629,659	629,659
Information Technology	295,773	382,088	374,388	387,114	207,913	402,233	398,133
Finance							
Accounting	157,749	178,840	188,692	195,000	74,657	196,887	196,887
Treasurer/Collector	258,507	274,918	280,381	291,000	108,436	290,237	290,237
Assessors	165,567	180,185	218,611	214,331	92,013	219,354	219,354
Legal	161,749	167,201	280,634	180,000	87,411	180,000	180,000
Town Clerk	207,345	216,517	226,122	201,202	81,491	233,265	233,265
Non-Departmental							
Insurance	1,550,991	1,593,235	1,714,315	1,896,200	1,049,293	2,011,200	2,011,200
Retirement	1,189,289	1,279,798	1,375,352	1,377,780	1,377,780	1,531,053	1,531,053
Planning and Development	230,171	233,375	254,086	296,834	127,412	297,375	297,375
Sealers	3,181	3,812	4,921	5,175	2,576	6,200	6,200
<b>TOTAL</b>	<b>4,772,655</b>	<b>4,972,529</b>	<b>5,338,354</b>	<b>5,799,705</b>	<b>3,369,297</b>	<b>6,180,464</b>	<b>6,176,364</b>
<b>TOTAL DEBT SERVICE</b>	<b>4,157,151</b>	<b>4,530,771</b>	<b>5,566,699</b>	<b>5,863,818</b>	<b>3,335,057</b>	<b>5,618,642</b>	<b>5,618,642</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. The Moderator appoints members to the Finance Committee.

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
100	100	100	100	0	5120 Moderator	100	100
<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>*Total Salary &amp; Wages*</b>	<b>100</b>	<b>100</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b># Personnel F/T</b>	<b>0</b>	<b>0</b>
<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b># Personnel P/T</b>	<b>1</b>	<b>1</b>
0	0	0	15	0	5731 Association Dues	50	50
0	0	0	50	0	5733 Expense of Meetings	15	15
<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>*Total Expense*</b>	<b>65</b>	<b>65</b>
<b>100</b>	<b>100</b>	<b>100</b>	<b>165</b>	<b>0</b>	<b>*Total Budget*</b>	<b>165</b>	<b>165</b>

## FINANCE COMMITTEE

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

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

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

## TOWN OF HOLDEN

## FY 2019 BUDGET

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

<b>NOTES</b>
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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	<b>*Total Salary &amp; Wages*</b>	0	0
0	0	0	0	0	<b># Personnel F/T</b>	0	0
0	0	0	0	0	<b># Personnel P/T</b>	0	0
0	0	0	50	0	5343 Postage	50	50
0	0	0	100	0	5421 Office Supplies	100	100
236	236	236	236	245	5731 Association Dues	236	236
1,310	451	0	1,400	391	5733 Expense of Meetings	1,400	1,400
150,000	35,000	0	150,000	0	5781 Reserve Fund	150,000	150,000
<b>151,546</b>	<b>35,687</b>	<b>236</b>	<b>151,786</b>	<b>636</b>	<b>*Total Expense*</b>	<b>151,786</b>	<b>151,786</b>
<b>151,546</b>	<b>35,687</b>	<b>236</b>	<b>151,786</b>	<b>636</b>	<b>*Total Budget*</b>	<b>151,786</b>	<b>151,786</b>



## **BOARD OF SELECTMEN**

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

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

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

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

<b>DEPARTMENT</b> Board of Selectmen	<b>FUNCTION</b> Board of Selectmen	<b>FUNCTION CODE</b> 01-122
<b>DEPARTMENT HEAD</b> Anthony Renzoni, Chairman	<b>PREPARED BY</b>	

<b>NOTES</b>
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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
5,150	5,015	4,963	5,150	2,575	5120	Selectmen Salary	5,150	5,150
1,877	1,833	2,030	2,100	698	5122	Selectmen Clerical	2,100	2,100
<b>7,027</b>	<b>6,848</b>	<b>6,993</b>	<b>7,250</b>	<b>3,273</b>		<b>*Total Salary &amp; Wages*</b>	<b>7,250</b>	<b>7,250</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel F/T</b>	<b>0</b>	<b>0</b>
<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>		<b># Personnel P/T</b>	<b>6</b>	<b>6</b>
470	261	441	400	195	5301	Advertising	400	400
100	72	25	300	0	5343	Postage	300	300
237	589	146	800	0	5421	Office Supplies	800	800
1,000	973	962	1,000	500	5710	Car Allowance	1,000	1,000
2,865	2,922	2,995	3,000	3,070	5731	Association Dues	3,000	3,000
1,616	2,369	1,465	3,800	1,971	5733	Expense of Meetings	3,800	3,800
2,086	2,236	2,393	2,500	0	5780	Employee Appreciation	2,500	2,500
9,000	8,600	10,500	11,000	495	5793	Parades, Events, Concerts	12,000	12,000
<b>17,374</b>	<b>18,022</b>	<b>18,927</b>	<b>22,800</b>	<b>6,231</b>		<b>*Total Expenses*</b>	<b>23,800</b>	<b>23,800</b>
<b>24,401</b>	<b>24,870</b>	<b>25,920</b>	<b>30,050</b>	<b>9,504</b>		<b>*Total Budget*</b>	<b>31,050</b>	<b>31,050</b>

**TOWN MANAGER**

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

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

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

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

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

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

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

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

## **TOWN MANAGER**

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

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

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

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

<b>DEPARTMENT</b> Town Manager	<b>FUNCTION</b> Town Manager	<b>FUNCTION CODE</b> 01-123
<b>DEPARTMENT HEAD</b> Peter Lukes	<b>PREPARED BY</b> Peter Lukes	

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
357,449	373,536	379,514	399,732	133,959	Salary & Wages	455,359	455,359
18,837	28,367	15,082	173,336	16,216	Operating Expense	174,300	174,300
<b>376,286</b>	<b>401,903</b>	<b>394,596</b>	<b>573,068</b>	<b>150,175</b>	<b>*Total Budget*</b>	<b>629,659</b>	<b>629,659</b>
					Indirects Included:		
22,000	22,000	14,000	14,000	7,000	HMLD Indirect Charge	14,000	14,000
5,000	5,000	8,000	8,000	4,000	Water Sewer Enterprise Fund	8,500	8,500
<b>27,000</b>	<b>27,000</b>	<b>22,000</b>	<b>22,000</b>	<b>11,000</b>	<b>Indirects</b>	<b>22,500</b>	<b>22,500</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
147,615	152,962	166,458	144,724	65,288	5110 Town Manager	156,872	156,872
64,790	62,666	66,690	71,050	32,193	5111 Administrative Assistant	75,108	75,108
41,615	46,872	49,529	52,336	23,713	5112 Clerical TM/Personnel	51,474	51,474
76,925	81,604	60,420	51,124	0	5113 Asst. Town Manager	85,612	85,612
4,725	5,330	4,928	5,498	2,525	5143 Town Manager Deferred Comp	6,293	6,293
3,000	5,000	3,000	10,000	0	5144 Incentive Plan	0	0
0	0	0	30,000	0	5150 Wage Adjustment	50,000	50,000
18,779	19,102	28,489	35,000	10,240	5152 Accrued Benefit Buy Out	30,000	30,000
<b>357,449</b>	<b>373,536</b>	<b>379,514</b>	<b>399,732</b>	<b>133,959</b>	<b>*Total Salary &amp; Wages*</b>	<b>455,359</b>	<b>455,359</b>
4	4	4	4	4	# Personnel F/T	4	4
0	0	0	0	0	# Personnel P/T	0	0
0	0	4,060	3,100	1,551	5242 Equipment Maintenance	3,100	3,100
1,709	83	0	3,850	0	5301 Advertising	3,850	3,850
520	1,010	885	1,600	620	5306 Drug/Alcohol Testing	1,600	1,600
450	0	0	0	0	5308 Holden Days	0	0
1,433	1,330	1,005	1,200	265	5340 Cell Phone Expense	1,200	1,200
658	645	525	700	120	5343 Postage	700	700
1,081	847	1,051	1,236	496	5410 Petro	1,200	1,200
4,429	3,689	2,753	4,000	1,481	5421 Office Supplies	4,000	4,000
2,287	2,918	2,691	3,000	435	5422 Printing	3,000	3,000
121	35	15	500	0	5480 Vehicle Maintenance	500	500
3,753	3,255	0	1,500	0	5510 Training	2,500	2,500
0	377	0	300	0	5711 Mileage	300	300
0	0	0	0	0	5720 Out of State Travel	0	0
583	480	489	750	380	5731 Association Dues	750	750
147	42	42	100	0	5732 Subscriptions	100	100
1,666	1,056	1,566	1,500	662	5733 Expense of Meetings	1,500	1,500
0	0	0	150,000	10,206	5734 Growth and Population Study	0	0
0	12,600	0	0	0	5735 Classification Study Non-Union	0	0
					N Capital Asset Study	150,000	150,000
<b>18,837</b>	<b>28,367</b>	<b>15,082</b>	<b>173,336</b>	<b>16,216</b>	<b>*Total Expenses*</b>	<b>174,300</b>	<b>174,300</b>
<b>376,286</b>	<b>401,903</b>	<b>394,596</b>	<b>573,068</b>	<b>150,175</b>	<b>*Total Budget*</b>	<b>629,659</b>	<b>629,659</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 is going to be more strongly emphasized going forward.

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.

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 Facebook, 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:** IT staff continues to develop and improve the Continuity of Operations Plan (COOP), which encompasses the Emergency Management Plan and the Disaster Recovery Plan.

**Telephone/ Communications:** The IT Department coordinates the telephone communications system for all Town buildings. The system complements the communications system at the Public Safety building and takes advantage of existing technologies such as the Town's fiber optic network.



<b>DEPARTMENT</b> Town Manager	<b>FUNCTION</b> Information Technology	<b>FUNCTION CODE</b> 01-155
<b>DEPARTMENT HEAD</b> Peter Lukes	<b>PREPARED BY</b> Peter Lukes	

<b>NOTES</b>
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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
148,707	219,995	228,346	236,694	108,954	Salary & Wages	247,813	247,813
147,066	162,093	146,042	150,420	98,959	Operating Expense	154,420	150,320
<b>295,773</b>	<b>382,088</b>	<b>374,388</b>	<b>387,114</b>	<b>207,913</b>	<b>*Total Budget*</b>	<b>402,233</b>	<b>398,133</b>
65,000	65,000	65,000	80,000	80,000	Indirects Included:		
10,000	10,000	10,000	15,000	15,000	HMLD charge	87,000	87,000
7,400	7,400	7,400	9,000	9,000	Water Sewer Enterprise Fund	16,000	16,000
					Inspections	9,000	9,000
<b>82,400</b>	<b>82,400</b>	<b>82,400</b>	<b>104,000</b>	<b>104,000</b>	<b>Indirects</b>	<b>112,000</b>	<b>112,000</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
75,811	78,191	80,766	83,959	38,750	5111	System Administrator	86,942	86,942
72,896	77,330	79,450	80,729	37,260	5113	Network Administrator	83,599	83,599
	64,474	68,130	72,006	32,944	5119	Business Analyst	77,272	77,272
<b>148,707</b>	<b>219,995</b>	<b>228,346</b>	<b>236,694</b>	<b>108,954</b>		<b>*Total Salary &amp; Wages*</b>	<b>247,813</b>	<b>247,813</b>
<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b># Personnel F/T</b>	<b>3</b>	<b>3</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel P/T</b>	<b>0</b>	<b>0</b>
9,153	6,571	17,774	21,400	7,237	5242	Hardware Equip Maint	21,400	21,400
53,238	98,244	53,944	65,000	52,623	5243	Software Support	67,000	67,000
8,607	9,171	25,565	13,000	4,497	5244	Telephone Support	13,000	10,000
20,254	432	4,400	2,000	197	5311	Software Purchase	4,000	3,000
1,883	2,113	2,169	2,100	765	5340	Cell Phone	2,100	2,100
0	0	0	100	12	5343	Postage	100	100
590	1,091	448	300	0	5421	Office Supplies	300	200
1,403	930	0	1,200	0	5510	Training/Education	1,200	1,200
1,650	1,950	1,950	1,950	975	5710	Car Allowance	1,950	1,950
0	0	100	120	100	5731	Association Dues	120	120
0	0	29	250	0	5733	Expense of Meetings	250	250
42,362	41,591	39,663	43,000	32,553	5783	License/Internet Access Fees	43,000	43,000
7,926	0	0	0	0	5794	Hardware Equip Purchase	0	0
<b>147,066</b>	<b>162,093</b>	<b>146,042</b>	<b>150,420</b>	<b>98,959</b>		<b>*Total Expenses*</b>	<b>154,420</b>	<b>150,320</b>
<b>295,773</b>	<b>382,088</b>	<b>374,388</b>	<b>387,114</b>	<b>207,913</b>		<b>*Total Budget*</b>	<b>402,233</b>	<b>398,133</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.

### BUDGET CHANGES:

There are minimal changes in the accounting budget. One change to note is the retirement of the Accounts Keeper as of 7/14/17. The part-time Assistant Accountant has moved into the full time slot and a part-time accounts payable clerk was hired to fill the nineteen hour a week position.

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
133,845	154,131	164,222	168,650	59,553	Salary & Wages	170,537	170,537
23,904	24,709	24,470	26,350	15,104	Operating Expense	26,350	26,350
<b>157,749</b>	<b>178,840</b>	<b>188,692</b>	<b>195,000</b>	<b>74,657</b>	<b>*Total Budget*</b>	<b>196,887</b>	<b>196,887</b>
10,000	10,000	10,000	12,000	12,000	Indirects Included:		
1,300	1,300	1,300	1,300	1,300	HMLD charge	12,000	12,000
1,600	1,600	1,600	1,900	1,900	Recreation	1,350	1,350
1,600	1,600	1,600	1,200	1,200	Before/After School	1,960	1,960
7,000	7,000	7,000	8,500	8,500	Cable Revolving	1,300	1,300
3,000	3,000	3,000	3,000	3,000	Water Sewer Enterprise Fund	10,000	10,000
0	0	0	0	0	Solid Waste	3,200	3,200
<b>24,500</b>	<b>24,500</b>	<b>24,500</b>	<b>27,900</b>	<b>27,900</b>	Inspections	1,200	1,200
					<b>Indirects:</b>	<b>31,010</b>	<b>31,010</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
85,514	88,982	91,882	98,044	45,146	5111	Town Accountant	104,805	104,805
48,331	65,149	72,340	70,606	14,407	5112	Clerical	65,732	65,732
<b>133,845</b>	<b>154,131</b>	<b>164,222</b>	<b>168,650</b>	<b>59,553</b>		<b>*Total Salary &amp; Wages*</b>	<b>170,537</b>	<b>170,537</b>
<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>		<b># Personnel F/T</b>	<b>2</b>	<b>2</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>		<b># Personnel P/T</b>	<b>1</b>	<b>1</b>
22,000	22,000	22,000	23,000	14,300	5300	Audit	23,000	23,000
150	198	0	200	0	5343	Postage	200	200
1,189	1,367	1,149	1,500	499	5421	Office Supplies	1,500	1,500
140	125	125	150	60	5731	Association Dues	150	150
425	1,019	1,196	1,500	245	5733	Training/Education	1,500	1,500
<b>23,904</b>	<b>24,709</b>	<b>24,470</b>	<b>26,350</b>	<b>15,104</b>		<b>*Total Expense*</b>	<b>26,350</b>	<b>26,350</b>
<b>157,749</b>	<b>178,840</b>	<b>188,692</b>	<b>195,000</b>	<b>74,657</b>		<b>*Total Budget*</b>	<b>196,887</b>	<b>196,887</b>

**TREASURER/COLLECTOR**

The Treasurer/Collectors Office is responsible for the cash management functions for the Town of Holden. This principally includes the deposit, withdrawal, transfer, investment and borrowing of all Town funds, as well as, daily and monthly cash reconciliation and collateral reporting; posting and reconciliation of Treasurer's receipts; short and long term debt implementation, including annual disclosure requirements; processing of all departmental receipts; responsibility for Trust Funds and OPEB account transfers and investment. The Infrastructure Investment Fund was dissolved in FY 2018.

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

The Treasurer/Collectors Office processes biweekly town payrolls including the administration of employee benefits. This function involves the payment of all Town of Holden employees by issuing payroll checks or direct deposits. The employee benefits include 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. Additional reporting is now mandatory for the Affordable Care Act (ACA).

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

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

The FY 2019 expense budget is level funded for the Treasurer/Collectors Office with the exception of the payment for the biennially required GASB study for Other Post Employment Benefits (OPEB).

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
197,577	213,718	215,128	229,142	101,388	Salary & Wages	221,837	221,837
60,930	61,200	65,253	61,858	7,048	Operating Expense	68,400	68,400
<b>258,507</b>	<b>274,918</b>	<b>280,381</b>	<b>291,000</b>	<b>108,436</b>	<b>*Total Budget*</b>	<b>290,237</b>	<b>290,237</b>
					Indirects Included:		
19,000	19,000	19,000	20,000	20,000	HMLD charge	20,000	20,000
12,750	12,750	12,750	13,500	13,500	Water/Sewer Reimburse	14,500	14,500
5,800	5,800	5,800	5,800	5,800	Recreation Reimburse	5,975	5,975
7,500	7,500	7,500	8,000	8,000	Before/After School	8,250	8,250
1,000	1,000	1,000	1,200	1,200	Cable Revolving	1,300	1,300
9,000	9,000	9,000	9,000	9,000	Solid Waste	9,200	9,200
0	0	0	0	0	Inspections	1,200	1,200
<b>55,050</b>	<b>55,050</b>	<b>55,050</b>	<b>57,500</b>	<b>57,500</b>	<b>Indirect Costs</b>	<b>60,425</b>	<b>60,425</b>



## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
78,536	84,807	88,372	91,274	45,337	5111	Treasurer/Collector	95,130	95,130
118,363	128,365	126,422	136,868	55,931	5112	Clerical	125,707	125,707
678	546	334	1,000	120	5132	Overtime	1,000	1,000
<b>197,577</b>	<b>213,718</b>	<b>215,128</b>	<b>229,142</b>	<b>101,388</b>		<b>*Total Salary &amp; Wages*</b>	<b>221,837</b>	<b>221,837</b>
<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>		<b># Personnel F/T</b>	<b>4</b>	<b>4</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel P/T</b>	<b>0</b>	<b>0</b>
1,370	1,119	1,564	1,000	0	5242	Equipment Maintenance	1,000	1,000
2,641	2,383	1,633	3,000	287	5301	Tax Title/Advertising	3,000	3,000
8,167	11,148	8,210	8,958	1,572	5305	Tax Foreclosure	8,500	8,500
22,389	24,168	23,691	24,000	1,254	5343	Postage	24,000	24,000
3,170	3,961	2,833	4,000	1,098	5421	Office Supplies	4,000	4,000
5,209	5,491	6,171	7,000	296	5580	Billing Expense	7,000	7,000
1,500	1,500	1,500	1,500	750	5710	Car Allowance	1,500	1,500
435	375	300	400	125	5731	Association Dues	400	400
344	1,121	453	1,000	73	5733	Training/Education	1,000	1,000
8,655	9,934	11,698	11,000	1,593	5784	Bank Charges	10,000	10,000
7,050	0	7,200	0	0	5891	OPEB Study	8,000	8,000
<b>60,930</b>	<b>61,200</b>	<b>65,253</b>	<b>61,858</b>	<b>7,048</b>		<b>*Total Expense*</b>	<b>68,400</b>	<b>68,400</b>
<b>258,507</b>	<b>274,918</b>	<b>280,381</b>	<b>291,000</b>	<b>108,436</b>		<b>*Total Budget*</b>	<b>290,237</b>	<b>290,237</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 must annually assess taxes to cover state, county and local appropriations. The assessors are responsible for complying with Massachusetts General Laws and Department of Revenue guidelines in all assessing functions. Real and Personal Property Revaluations statutorily must be conducted every five years and certified by the Department of Revenue in order to insure that properties are equitable and fairly assessed. Interim Year Adjustments, which include sales analysis, review of commercial and industrial market indicators, property inspections, including building permits, a systematic reinspection program of all parcels and updating tax maps are required to be completed every year in order for the assessors to set the tax rate. Recertification of Real and Personal Property was completed in FY 2017.

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

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

## TOWN OF HOLDEN

## FY 2019 BUDGET

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
72,244	79,104	83,593	88,337	40,770	5110	Principal Assessor	95,107	95,107
63,472	66,451	62,563	70,474	29,364	5112	Clerical	68,127	68,127
2,275	6,860	7,325	18,720	4,000	5119	Data Collector PT	18,720	18,720
2,800	3,200	3,200	3,200	1,600	5120	Board of Assessors	3,200	3,200
3,000	3,000	3,000	3,000	1,500	5126	Mapper	3,000	3,000
<b>143,791</b>	<b>158,615</b>	<b>159,681</b>	<b>183,731</b>	<b>77,234</b>		<b>*Total Salary &amp; Wages*</b>	<b>188,154</b>	<b>188,154</b>

<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>		<b># Personnel F/T</b>	<b>2</b>	<b>2</b>
<b>3</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>6</b>		<b># Personnel P/T</b>	<b>6</b>	<b>6</b>

0	0	0	600	111	5242	Equipment Maintenance	600	600
136	292	289	350	120	5340	Cell Phone	350	350
2,200	2,200	2,200	2,200	0	5343	Postage	2,200	2,200
1,812	1,980	1,219	2,000	616	5421	Office Supplies	2,000	2,000
955	772	824	2,000	130	5422	Printing	2,000	2,000
2,362	1,505	1,861	3,500	973	5510	Personnel Training	3,500	3,500
2,446	2,641	2,387	2,500	1,313	5711	Mileage Reimbursement	3,000	3,000
0	0	0	500	0	5720	Out of State Travel	500	500
106	162	162	500	134	5731	Association Dues	500	500
42	42	46	200	0	5732	Subscriptions	200	200
579	652	813	750	144	5784	Deeds/Abstracts	850	850
10,625	10,700	48,650	15,000	11,000	5791	Revaluation	15,000	15,000
513	624	479	500	238	5794	Office Equipment	500	500
<b>21,776</b>	<b>21,570</b>	<b>58,930</b>	<b>30,600</b>	<b>14,779</b>		<b>*Total Expense*</b>	<b>31,200</b>	<b>31,200</b>
<b>165,567</b>	<b>180,185</b>	<b>218,611</b>	<b>214,331</b>	<b>92,013</b>		<b>*Total Budget*</b>	<b>219,354</b>	<b>219,354</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.

## TOWN OF HOLDEN

## FY 2019 BUDGET

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

<b>NOTES</b>
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<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Actual FY 2017</b>	<b>Budget FY 2018</b>	<b>December YTD</b>		<b>Object Description</b>	<b>Request FY 2019</b>	<b>Manager FY 2019</b>
99,789	99,096	163,465	110,000	53,738	5300	Town Counsel	110,000	110,000
20,548	21,970	85,230	40,000	27,850	5302	Collective Bargaining	40,000	40,000
41,412	46,135	31,939	30,000	5,823	5302	Labor Relations	30,000	30,000
<b>161,749</b>	<b>167,201</b>	<b>280,634</b>	<b>180,000</b>	<b>87,411</b>		<b>*Total Expense*</b>	<b>180,000</b>	<b>180,000</b>
<b>161,749</b>	<b>167,201</b>	<b>280,634</b>	<b>180,000</b>	<b>87,411</b>		<b>*Total Budget*</b>	<b>180,000</b>	<b>180,000</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 and is the Public Records Officer.

The Town Clerk's Office has been trained in the States Vitals Information Partnership (VIP). Each town in the State is required to use this registry for issuing burial permits, death certificates and birth records. Any amended records are made through this system also. Marriage records (Intentions and Licenses) are still reported to Boston on a monthly basis. The Office accepts requests and payments for birth, death, and marriage certificates and parking fines via on line on our Town Website. 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 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. The 2016 State Election was also the first time that the state of MA has held early voting. For two weeks, prior to the election, voters were able to come to Town Hall and cast their ballot. All information is maintained on the Mass. Central Voter Registry computer system. Early voting will also occur for the September 2018 State Primary and the November 2018 State Election and this office will do what is required to accomplish this.

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 2019 BUDGET

<b>DEPARTMENT</b> Town Clerk	<b>FUNCTION</b> Town Clerk	<b>FUNCTION CODE</b> 01-161
<b>DEPARTMENT HEAD</b> Dale Hickey	<b>PREPARED BY</b> Dale Hickey	

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
77,553	82,268	99,676	73,271	33,123	5110	Town Clerk	78,877	78,877
90,834	94,501	80,912	81,999	38,522	5112	Clerical	88,897	88,897
1,150	1,150	1,150	1,150	575	5125	Registrar/Census Coll.	1,150	1,150
13,267	11,172	18,386	10,740	120	5126	Election/Tn Mtg Pers.	25,750	25,750
756	860	1,170	1,000	138	5132	Overtime	2,000	2,000
<b>183,560</b>	<b>189,951</b>	<b>201,294</b>	<b>168,160</b>	<b>72,478</b>		<b>*Total Salary &amp; Wages*</b>	<b>196,674</b>	<b>196,674</b>
<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b># Personnel F/T</b>	<b>3</b>	<b>3</b>
<b>57</b>	<b>57</b>	<b>68</b>	<b>68</b>	<b>68</b>		<b># Personnel P/T</b>	<b>68</b>	<b>68</b>
2,513	4,762	512	700	0	5242	Equipment Maintenance	700	700
2,009	2,008	1,441	2,626	2,631	5311	Record Preservation	1,776	1,776
286	292	289	300	120	5340	Cell Phone	300	300
2,000	2,040	2,697	2,200	915	5343	Postage	2,330	2,330
2,579	3,666	3,921	4,000	1,154	5421	Office Supplies	4,000	4,000
6,307	4,882	7,300	12,620	75	5582	Election/TnMtg Expenses	16,195	16,195
6,810	7,637	7,595	8,200	3,041	5583	Census	8,615	8,615
171	152	125	365	77	5711	Mileage Reimbursement	365	365
0	0	0	500	0	5720	Out of State Travel	500	500
395	440	440	500	470	5731	Association Dues	500	500
92	97	97	110	101	5732	Subscriptions	110	110
623	590	411	921	429	5733	Education	1,200	1,200
<b>23,785</b>	<b>26,566</b>	<b>24,828</b>	<b>33,042</b>	<b>9,013</b>		<b>*Total Expense*</b>	<b>36,591</b>	<b>36,591</b>
<b>207,345</b>	<b>216,517</b>	<b>226,122</b>	<b>201,202</b>	<b>81,491</b>		<b>*Total Budget*</b>	<b>233,265</b>	<b>233,265</b>



## INSURANCE BUDGET

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

The Town of Holden has opted to withdraw from the State sponsored Group Insurance Commission (GIC) for health insurance for FY 2019 because of uncertainties regarding the health plans available. The Town will be contracting with Fallon Health for the upcoming year and has received very competitive rates. The town currently pays 80% of HMO premiums for employees hired before 7/1/2009 and 75% for employees hired after that date. Employees may also enroll in a Preferred Provider plan with a 50/50 cost sharing. Holden retirees eligible for Medicare are required to enroll in Medicare supplemental plans. In addition to the Fallon Senior Plans, Holden will continue to offer Tufts Medicare Preferred to the Medicare eligible retirees and will pay 74% of the Medicare HMO premiums and 50% of PPO plan.

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

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

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

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

**INSURANCE**

- An employee Flexible Spending Account was implemented in FY10. The FY19 budget is level funded at \$7,000..
- The premium costs for the Property & Liability Insurance, as well as Workers' Compensation, are allocated across these additional funds: Recreation Programs, Recreation After-School Program, and Cable TV. Those amounts will be included in those budgets located elsewhere in this budget booklet, as are the allocations to the Light Department and the Water/Sewer Fund. Only the General Fund portion is included in this budget and was increased to account for the acquisition of 18 Industrial Drive.

Department	Health	Life	Medicare	Property & Liability
Light	320,000	1,400	27,000	50,000
Water/Sewer	125,000	450	9,000	25,000
Solid Waste	7,000	15	450	0
Inspections	32,000	90	2,500	0
Recreation	7,500	0	0	5,000
After School	26,000	115	8,000	2,500
Cable	17,000	38	1,300	1,250
General Fund	1,475,000	6,000	117,000	175,000
Total	\$2,009,500	\$8,108	\$165,250	\$258,750

<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 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
46,620	54,899	79,749	75,000	72,654	5171 Workers Compensation Policy	75,000	75,000
94,785	102,144	109,818	117,000	55,507	5173 Town Medicare	117,000	117,000
12,612	12,593	14,195	6,000	3,022	5174 Life Insurance	6,000	6,000
1,151,039	1,191,284	1,246,428	1,375,000	668,456	5175 Health Insurance	1,475,000	1,475,000
14,057	12,047	30,544	75,000	5,430	5740 Unemployment Insurance Pay As You Go	75,000	75,000
155,589	141,589	159,178	160,000	171,779	5741 Property/General Liability	175,000	175,000
35,040	36,302	34,204	40,000	34,111	5742 Police Insurance Policy	40,000	40,000
35,040	36,302	34,204	40,000	34,111	5743 Fire Insurance Policy	40,000	40,000
1,120	1,120	1,220	1,200	1,220	5744 Official Bonds	1,200	1,200
5,089	4,955	4,775	7,000	3,003	5746 Flexible Spending Account	7,000	7,000
<b>1,550,991</b>	<b>1,593,235</b>	<b>1,714,315</b>	<b>1,896,200</b>	<b>1,049,293</b>	<b>*Total Expense*</b>	<b>2,011,200</b>	<b>2,011,200</b>
<b>1,550,991</b>	<b>1,593,235</b>	<b>1,714,315</b>	<b>1,896,200</b>	<b>1,049,293</b>	<b>*Total Budget*</b>	<b>2,011,200</b>	<b>2,011,200</b>

## RETIREMENT

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

The Worcester Regional Retirement Board's Assessment is based on an Actuarial Allocation Method and includes a specific assessment for the Holden Municipal Light Department. The budget request for this Program Description is for the General Fund portion of the assessment which increased 9.5%. In addition, the General Fund Retirement Budget will include \$3,500 which must be paid on behalf of employees who are on active military duty.

Since FY 2010 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 \$38,725.

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$338,221	\$15,900	\$354,121
Water/Sewer	\$99,500	\$6,996	\$106,496
Recreation Programs	\$19,710		\$19,710
Recreation After School	\$20,477		\$20,477
Solid Waste	\$5,475		\$5,475
Inspections	\$26,280		\$26,280
Cable TV	\$15,330		\$15,330
General Fund	1,486,850	\$40,703	\$1,527,553
Total	\$2,011,843	\$63,599	\$2,075,442

## TOWN OF HOLDEN

## FY 2019 BUDGET

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

<b>NOTES</b>
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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
1,189,289	1,279,798	1,375,352	1,377,780	1,377,780	5177	Retirement	1,531,053	1,531,053
<b>1,189,289</b>	<b>1,279,798</b>	<b>1,375,352</b>	<b>1,377,780</b>	<b>1,377,780</b>		<b>*Total Expense*</b>	<b>1,531,053</b>	<b>1,531,053</b>
<b>1,189,289</b>	<b>1,279,798</b>	<b>1,375,352</b>	<b>1,377,780</b>	<b>1,377,780</b>		<b>*Total Budget*</b>	<b>1,531,053</b>	<b>1,531,053</b>

## DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2018. As of June 30, 2017, the total long-term debt outstanding for the Town of Holden was \$47,748,780.37 of which \$13,524,662.46 is considered to be inside the debt limit, and \$34,224,117.91 to be outside the debt limit. The Town of Holden's debt limit is set by statute at 5% of the Town's equalized assessed valuation (EQV). The EQV is a number that is calculated by the Commonwealth and is used by the state for purposes of statistical comparison among the 351 cities and towns. The state issues a new EQV biennially for each city and town. The Town's EQV is \$2,129,003,300 and results in a debt limit of \$106,450,165.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The total School debt excluded amount will be reduced by the Massachusetts School Building Authority reimbursement in the amount of \$1,732,787. The Debt Service for the Public Safety Building (less \$1,541 for an amortized bond premium) is also debt excluded. The Municipal Pool was paid in full in Fiscal Year 2018 after 15 years. The final debt excluded number does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget.

The Town of Holden authorized the replacement of the Mountview Middle School in April, 2013. The Town of Holden issued a permanent bond in the amount of \$15 million in June 2016 and an additional \$4,015,000 in June 2017 and renewed a Bond Anticipation Note (BAN) in the amount of \$850,000 to pay the balance of the expenses due on Mountview Middle School. Once the final audit of the Mountview Middle School is completed by the Massachusetts School Building Authority, the final reimbursement from the State will be received. In the event that MSBA is not scheduled to be received before June of 2018, the Town may need to renew the \$850,000 BAN.

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

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

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Manager FY 2019
<i>EXEMPT DEBT</i>						<i>EXEMPT DEBT</i>
2,796,306	2,557,825	2,555,950	2,557,600	2,459,600	5921 DE School Building	2,548,000
78,531	437,556	115,179	200,000	0	5920 DE Mt. View BAN	200,000
657,188	983,688	988,262	953,375	176,688	5929 DE Public Safety Building	956,425
0	221,450	220,425	211,150	211,150	5927 DE Pool	0
		1,331,505	1,725,625	348,038	5932 DE Mt.View Construction Perm	1,609,475
3,532,025	4,200,519	5,211,321	5,647,750	3,195,476	sub-total	5,313,900
<i>NON-EXEMPT DEBT</i>						
64,501	63,113	59,849	0	0	5931 Mountview Feasibility Study	0
3,873	3,804	3,804	3,804	3,804	5925 Septic Repair	3,804
71,871	72,013	72,013	72,014	39,527	5928 Connection Loan Debt	72,013
79,458	77,747	74,162	0	0	5950 Capital Plan Borrowing FY12	0
0	0	41,600	40,800	400	5950 Capital Plan Borrowing FY13	0
6,809	113,575	103,950	99,450	95,850	5950 Capital Plan Borrowing FY15	95,400
					Capital Plan Borrowing FY18	133,525
226,512	330,252	355,378	216,068	139,581	sub-total	304,742
<i>INFRASTRUCTURE INVESTMENT FUND</i>						
64,000	0	0	0	0	5919 A Underground Utilities	0
159,614	0	0	0	0	5923 A Additional IIF	0
50,000	0	0	0	0	5891 A Senior Center	0
75,000	0	0	0	0	5923 A Public Safety Building	0
50,000	0	0	0	0	5924 A Zottoli Purchase/Rec Fields	0
398,614	0	0	0	0	sub-total	0
4,157,151	4,530,771	5,566,699	5,863,818	3,335,057	*Total Expense*	5,618,642
4,157,151	4,530,771	5,566,699	5,863,818	3,335,057	*Total Budget*	5,618,642
<i>Infrastructure Investment Fund</i>						
219,449	222,889	0	0	0	Municipal Pool	0
325,000	325,000	0	0	0	Public Safety Building	0
544,449	547,889	0	0	0	*Total*	0

General funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by SBA reimbursement of approximately \$1,732,787 for an estimated net debt exclusion of estimated \$3,579,572

## PLANNING AND DEVELOPMENT

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

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

The Conservation Commission meets monthly and is responsible for the review and monitoring of construction or development activities near wetlands and rivers as regulated by the Wetlands Protection Act, Rivers Protection Act, and the local Town of Holden Wetlands Bylaw. On site inspections, plan review, and the monitoring of work and protection measures and controls constitute a bulk of this commission's work. Due to the increasing complexity of environmental issues associated with the growing pace of development a much needed position for a part time Conservation Commission Agent was filled in FY 2017.

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



## PLANNING AND DEVELOPMENT

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

The Planning and Development staff prepare and organize over 48 public meetings in the course of one year. Depending upon complexity and legal requirements, additional meetings are often scheduled in order to provide a timely, but effective hearing and review for the applicant. For special purpose committees such as Open Space, Affordable Housing, and the Master Plan Update Committees meetings occur less frequently due to the broad community issues considered by these committees and the fact that these committees have no regulatory responsibilities.

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

### Budget Highlights for FY 2019

1. Holden continues to participate in the regional Board of Health programs which under the current scenario will provide expanded public health services to Holden's residents at a cost approximately equivalent to current expenditures. Currently, the Regional Board of Health, coordinated by the City of Worcester, provides public health service using a group of specialized inspectors to the towns of Holden, Shrewsbury, Millbury, Grafton, Leicester, and West Boylston. The contract is up for renewal for FY 2019 and costs are estimated.
2. The Department continues to expand upon an online filing program, hoping to streamline permitting throughout the Department. The Building Department experienced a very successful transition into the electronic permitting process, which will be expanded to include the Board of Health Permitting.

## PLANNING AND DEVELOPMENT

3. The continued growth and environmental constraints experienced throughout the Town have warranted the hiring of a part time Conservation Agent, the inspections required to be conducted throughout various phases of construction of the Conservation Commission are proposed to be expanded and efficiency approved through the use of various tablets and peoples forms. Providing an automatic electronic record of onspections that can be easily shared with various permitting authorities in all departments.
4. The completion of a Build-Out study will Segway into a ten year update of the 2008 Master Plan through efforts of a newly appointed Master Plan Update Committee

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
27,866	26,036	66,933	68,903	42,402	5110	Director of Planning and Development	76,109	76,109
76,658	78,575	0	0	0	5111	Town Planner	0	
0	0	26,293	28,255	0	5111	Code Enforcement Officer	29,260	29,260
29,350	29,462	32,074	33,915	33,915	5112	Clerical	39,691	39,691
2,079	3,092	1,671	3,500	406	5122	Clerical Meetings	3,500	3,500
0	0	770	0	0	5119	Barn Inspection	0	0
0	0	20,807	23,341	9,834	5120	PT Conservation Agent	23,915	23,915
<b>135,953</b>	<b>137,165</b>	<b>148,548</b>	<b>157,914</b>	<b>86,557</b>		<b>*Total Salary &amp; Wages*</b>	<b>172,475</b>	<b>172,475</b>

<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>		<b># Personnel F/T</b>	<b>4</b>	<b>4</b>
<b>0</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>		<b># Personnel P/T</b>	<b>2</b>	<b>2</b>

6,766	6,569	10,196	10,500	0	5298	Wachusett Recycling Center	10,500	10,500
1,500	1,500	1,500	1,500	1,500	5299	Greenway Task Force	1,500	1,500
1,517	3,006	2,558	2,100	908	5301	Advertising	2,400	2,400
2,535	0	25	2,600	0	5303	Consulting Services	2,600	2,600
0	0	1,500	23,500	0	5311	Software License/Support	6,500	6,500
609	1,424	1,224	1,400	742	5340	Cell Phones	1,400	1,400
3,359	2,268	2,670	3,500	651	5343	Postage	3,500	3,500
2,610	3,854	4,120	3,000	671	5421	Office Supplies	3,000	3,000
0	0	0	0	0	5500	N Health Programs (Stericycle)	1,200	1,200
429	230	850	1,500	35	5509	Train/Educ/Programs	1,500	1,500
0	0	28	200	0	5510	Technical Ref Books	0	0
0	2,347	629	2,000	0	5582	Non Capital Equipment	1,000	1,000
168	0	2,173	2,500	43	5711	Mileage Reimbursement	3,000	3,000
4,390	4,500	4,613	4,900	4,728	5730	CMRPC Dues	5,200	5,200
909	930	1,491	1,800	1,152	5731	Association Dues	1,800	1,800
42	42	42	100	0	5732	Publications	0	0
0	0	0	300	0	5733	Expense of Meetings	300	300
899	0	0	3,500	0	5791	Economic Development	0	0
0	0	0	0	0	5792	N Master Plan	2,000	2,000
67,980	69,540	71,244	73,020	30,425	5793	Board of Health Regionalization	76,500	76,500
505	0	675	1,000	0	5794	Software Purchase	1,000	1,000
<b>94,218</b>	<b>96,210</b>	<b>105,538</b>	<b>138,920</b>	<b>40,855</b>		<b>*Total Expenses*</b>	<b>124,900</b>	<b>124,900</b>
<b>230,171</b>	<b>233,375</b>	<b>254,086</b>	<b>296,834</b>	<b>127,412</b>		<b>*Total Budget*</b>	<b>297,375</b>	<b>297,375</b>

## SEALER WEIGHTS & MEASURES

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

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

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

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

The Sealers Weights and Measures Budget has a one-time expense of \$990.83 for the purchase of new measuring equipment which is a mandated inspection requirement for pharmaceutical systems.

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
2,500	3,000	4,000	4,000	1,846	5120	Sealer Wgths/Measures	4,000	4,000
<b>2,500</b>	<b>3,000</b>	<b>4,000</b>	<b>4,000</b>	<b>1,846</b>		<b>*Total Salary &amp; Wages*</b>	<b>4,000</b>	<b>4,000</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel F/T</b>	<b>0</b>	<b>0</b>
<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b># Personnel P/T</b>	<b>1</b>	<b>1</b>
311	392	546	375	190	5582	Supplies	1,400	1,400
250	300	300	400	345	5710	Car Allowance	400	400
120	120	75	400	195	5731	Association Dues/Ed	400	400
<b>681</b>	<b>812</b>	<b>921</b>	<b>1,175</b>	<b>730</b>		<b>*Total Expense*</b>	<b>2,200</b>	<b>2,200</b>
<b>3,181</b>	<b>3,812</b>	<b>4,921</b>	<b>5,175</b>	<b>2,576</b>		<b>*Total Budget*</b>	<b>6,200</b>	<b>6,200</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

	Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Request FY 2019	Manager FY 2019
<b>PUBLIC SAFETY</b>							
Police Department	2,153,194	1,951,864	2,064,360	2,295,541	960,861	2,289,632	2,292,632
Dispatch	0	327,099	306,040	567,667	140,802	604,969	604,969
Animal Control	57,160	57,893	58,152	70,225	27,289	71,385	70,987
Fire Department & EMS	1,987,031	1,966,047	2,076,599	2,159,178	951,878	2,318,047	2,221,820
Emergency Management	10,594	78,469	87,989	86,384	35,982	86,953	83,633
Public Safety Building	208,392	185,812	177,956	210,500	64,980	210,500	198,500
<b>TOTAL</b>	<b>4,416,371</b>	<b>4,567,184</b>	<b>4,771,096</b>	<b>5,389,495</b>	<b>2,181,792</b>	<b>5,581,486</b>	<b>5,472,541</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.

## **POLICE DEPARTMENT**

### **TRAFFIC DIVISION**

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

### **COMMUNITY POLICING**

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



## TOWN OF HOLDEN

## FY 2019 BUDGET

<b>DEPARTMENT</b> Police	<b>FUNCTION</b> Police	<b>FUNCTION CODE</b> 01-210
<b>DEPARTMENT HEAD</b> David A. Armstrong	<b>PREPARED BY</b> David A. Armstrong	

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
105,796	110,188	116,453	120,766	57,293	5110	Chief of Police	128,320	128,320
75,995	59,247	70,116	48,336	0	5111	Admin Labor (50% Lieut)	39,648	39,648
39,408	40,462	40,998	41,660	19,228	5112	Admin Clerical	42,479	42,479
3,287	4,050	5,617	10,000	5,167	5113	Community Policing	10,000	10,000
364,479	508,587	531,325	553,050	255,527	5114	Crime Labor	530,538	530,538
176,447	137,239	144,401	224,319	70,331	5115	Invest Detectives	227,680	227,680
353,866	455,920	501,712	546,207	260,597	5116	Highway Patrolmen	563,840	563,840
341,198	0	0	0	0	5117	Dispatchers	0	0
76,949	17,773	13,601	35,000	4,636	5119	Part Time Officers	35,000	35,000
52,143	56,919	61,198	65,767	29,136	5121	School Resource Officer	70,036	70,036
52,987	55,979	56,881	57,796	28,581	5122	PD Administrator	64,127	64,127
9,494	6,207	9,198	10,000	0	5132	Admin Special Details	10,000	10,000
13,645	28,225	15,308	35,750	7,209	5134	Court Overtime	35,750	35,750
18,770	18,280	22,821	40,000	10,797	5135	O T Misc & Training	40,000	40,000
41,518	37,569	42,141	40,000	20,442	5136	Highway OT Det/Invest	40,000	40,000
4,000	4,000	7,500	5,000	5,000	5140	Performance Bonus	5,000	5,000
1,000	1,075	1,075	1,075	0	5143	Physical Fitness	1,075	1,075
12,017	12,017	12,018	22,015	0	5144	Education	27,015	27,015
7,860	7,933	10,526	15,000	5,919	5147	Support Shift Differential	15,000	15,000
5,990	7,621	5,720	6,500	3,640	5148	Holiday Pay	6,500	6,500
206,508	188,526	200,161	213,300	84,466	5160	Education Stipend	193,624	193,624
<b>1,963,357</b>	<b>1,757,817</b>	<b>1,868,770</b>	<b>2,091,541</b>	<b>867,969</b>		<b>*Total Salary &amp; Wages*</b>	<b>2,085,632</b>	<b>2,085,632</b>
<b>30</b>	<b>23</b>	<b>25</b>	<b>25</b>	<b>25</b>		<b># Personnel F/T</b>	<b>25</b>	<b>25</b>
<b>12</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b># Personnel P/T</b>	<b>3</b>	<b>3</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
750	0	0	0	0	5212 Utilities	0	0
0	0	0	0	0	5214 Fuel	0	0
0	0	0	0	0	5231 Water/Sewer	0	0
40,387	43,185	65,070	38,500	29,929	5242 Equipment Maintenance	38,500	38,500
1,904	6,698	538	13,000	4,646	5244 Radio Maintenance	13,000	13,000
450	801	1,602	2,000	0	5304 Physicals	2,000	2,000
13,182	15,310	16,384	15,000	6,623	5340 Pager/Cell Phone	15,000	15,000
2,692	0	0	0	0	5342 Radio Lines	0	0
1,033	1,026	1,506	1,500	448	5343 Postage	1,500	1,500
32,107	23,597	23,045	28,000	14,193	5410 Petro Products	28,000	31,000
5,731	3,810	6,660	6,000	1,222	5421 Office Supplies	6,000	6,000
5,499	5,190	8,404	2,000	2,461	5430 Building Maintenance	2,000	2,000
18,057	24,224	18,027	25,000	2,662	5480 Vehicle Maintenance	25,000	25,000
491	490	371	500	50	5490 Prisoner Food	500	500
7,904	24,389	17,805	24,000	5,929	5509 Training & Education	24,000	24,000
260	891	1,144	750	429	5510 Safety Programs	750	750
25,643	32,193	27,962	40,000	17,174	5581 Uniforms	40,000	40,000
681	431	3,078	1,000	2,251	5582 Office Equipment	1,000	1,000
770	1,467	665	1,000	0	5584 Defib Equipment	1,000	1,000
2,053	3,435	3,329	2,500	2,356	5731 Association Dues	2,500	2,500
0	323	0	1,500	0	5732 General Laws	1,500	1,500
243	0	0	750	219	5733 Expense of Meetings	750	750
0	0	0	500	0	5787 Lockup Fees	500	500
30,000	0	0	0	0	5788 Traffic Lines	0	0
0	0	0	500	2,300	5789 Traffic Signs	500	500
0	6,587	0	0	0	5840 C Sidearms Replacement	0	0
189,837	194,047	195,590	204,000	92,892	*Total Expense*	204,000	207,000
2,153,194	1,951,864	2,064,360	2,295,541	960,861	*Total Budget*	2,289,632	2,292,632

## DISPATCH

### WACHUSETT REGIONAL EMERGENCY COMMUNICATIONS CENTER

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

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

<b>DEPARTMENT</b> Police	<b>FUNCTION</b> Dispatch	<b>FUNCTION CODE</b> 01-250
<b>DEPARTMENT HEAD</b> David Armstrong	<b>PREPARED BY</b> David Armstrong	

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
0	24,992	30,050	48,336	0	5111	Adm Labor (50% Lieut)	39,648	39,648
0	229,691	214,351	411,931	101,430	5117	Dispatchers	416,472	416,472
					5117 N	New Dipatcher (9th) *	41,449	41,449
0	47,671	33,276	35,000	19,109	5119	PT Dispatchers	35,000	35,000
0	13,403	12,994	40,000	10,013	5135	OT Misc & Training	40,000	40,000
<b>0</b>	<b>315,757</b>	<b>290,671</b>	<b>535,267</b>	<b>130,552</b>		<b>*Total Salary &amp; Wages*</b>	<b>572,569</b>	<b>572,569</b>
<b>0</b>	<b>7</b>	<b>8.5</b>	<b>9</b>	<b>9</b>		<b># Personnel F/T</b>	<b>10</b>	<b>10</b>
<b>0</b>	<b>4</b>	<b>9</b>	<b>9</b>	<b>9</b>		<b># Personnel P/T</b>	<b>7</b>	<b>7</b>
0	5,000	8,672	7,400	7,393	5243	Software Support (IMC)	7,400	7,400
0	3,682	2,930	3,500	1,852	5342	Radio Lines	3,500	3,500
0	0	171	1,500	498	5421	Office Supplies	1,500	1,500
0	30	3,596	7,500	507	5509	Training & Education	7,500	7,500
0	2,630	0	4,500	0	5581	Uniforms	4,500	4,500
0	0	0	8,000	0	5244	Microwave Service Contract	8,000	8,000
<b>0</b>	<b>11,342</b>	<b>15,369</b>	<b>32,400</b>	<b>10,250</b>		<b>*Total Expense*</b>	<b>32,400</b>	<b>32,400</b>
<b>0</b>	<b>327,099</b>	<b>306,040</b>	<b>567,667</b>	<b>140,802</b>		<b>*Total Budget*</b>	<b>604,969</b>	<b>604,969</b>

\* Salary to be paid by additional funds from the support grant  
FY18 Support & Incentive Grant Award was \$224,227

## **ANIMAL CONTROL**

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

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

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

## TOWN OF HOLDEN

## FY 2019 BUDGET

<b>DEPARTMENT</b> Police Department	<b>FUNCTION</b> Animal Control	<b>FUNCTION CODE</b> 01-292
<b>DEPARTMENT HEAD</b> David Armstrong	<b>PREPARED BY</b> David Armstrong	

<b>NOTES</b>
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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
45,849	47,894	48,671	49,463	22,829	5113	Animal Control Officer	50,461	50,461
3,091	4,301	3,601	8,164	1,115	5114	Call Outs	8,326	8,326
0	0	0	1,600	0	5119	Barn Inspection	1,600	1,600
1,500	1,088	628	2,000	170	5132	Overtime	2,000	2,000
<b>50,440</b>	<b>53,283</b>	<b>52,900</b>	<b>61,227</b>	<b>24,114</b>		<b>*Total Salary &amp; Wages*</b>	<b>62,387</b>	<b>62,387</b>

<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b># Personnel F/T</b>	<b>1</b>	<b>1</b>
<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b># Personnel P/T</b>	<b>1</b>	<b>1</b>

0	0	0	200	0	5244	Radio Maintenance	200	200
909	501	865	900	395	5343	Postage	900	900
2,113	1,212	2,411	3,000	536	5382	Dog Expense	3,000	3,000
1,642	1,040	869	1,648	1,042	5410	Petro	1,648	1,500
906	200	24	1,000	806	5480	Vehicle Maintenance	1,000	1,000
108	28	0	500	0	5510	Education	500	400
921	797	994	1,000	346	5581	Uniforms	1,000	1,000
71	782	39	500	0	5582	Equipment	500	500
50	50	50	250	50	5731	Association Dues	250	100
<b>6,720</b>	<b>4,610</b>	<b>5,252</b>	<b>8,998</b>	<b>3,175</b>		<b>*Town Expense*</b>	<b>8,998</b>	<b>8,600</b>
<b>57,160</b>	<b>57,893</b>	<b>58,152</b>	<b>70,225</b>	<b>27,289</b>		<b>*Total Budget*</b>	<b>71,385</b>	<b>70,987</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 also began our Senior SAFE program where we reach out to Holden's senior citizens and teach fire and life safety techniques.

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

**EMERGENCY PREPAREDNESS** – Fire personnel conduct daily inspection tests on all fire department equipment and maintain all apparatus, equipment, and supplies. Personnel must ensure all emergency equipment is fully ready for rapid response. In FY2016 the department began hosting a regional Technical Rescue trailer and joined the Mid-State Technical rescue team. By doing this Holden has quick access to the capabilities of confined space rescue, trench collapse rescue, building collapse and Dive/swift water rescue. This equipment along with the regional foam trailer and Holden's Hazardous material response trailer put us in a great position to respond to atypical emergencies.

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

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

Holden Fire has two members on the State Hazardous Materials Team. As members of the State team our firefighters respond around the State to major Haz-Mat incidents. The State reimburses the town for training and Haz-Mat calls and an annual physical. 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 55 paid employees which includes fulltime/on-call members, administration staff, and recruit members and 48 volunteer members including fire auxiliary members, the CERT team members and Fire Explorers, for a total of 98 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.

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

## EMS OPERATIONS

The Department's Emergency Medical Services division is responsible for providing twenty-four hour, 365 days year emergency ambulance coverage to the Town of Holden. In this capacity, we provide advanced life support, basic life support and public assistance to the sick, injured, and infirmed residents of the town. The service is staffed by Emergency Medical Technicians and Paramedics based upon regulatory require-



ment of the Massachusetts Department of Public Health. The EMS leadership is comprised of the Fire Chief and the EMS Coordinator, who are responsible for the day-to-day operations of the service as well as future planning and goals.

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

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

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

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

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

## EMERGENCY MANAGEMENT

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

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

A key component of the Town of Holden's Emergency Preparedness is our CERT (Community Emergency Response Team) which has over

20 volunteers who help during town emergencies.

In FY 2016 our new Emergency Management Coordinator, Chris Montiverdi, began working on the next steps of Town preparedness including a School Response Plan and assisting the various Town Departments in developing Continuation Of Operations Plans (COOP) and training. The COOP plans are vital to keep the town running in the event of a major emergency.

A key component of Emergency Management is the Town's volunteer CERT (Community Emergency Response Team) which provides support to all town departments during times of emergencies. The CERT team has an office in the Fire Department Annex, and CERT van and trailer and has equipment to assist with various town emergencies.

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
117,688	120,042	121,976	123,939	61,969	5110 Chief	120,928	120,928
87,237	90,482	90,415	91,871	42,402	5111 Assistant Chief	94,429	94,429
68,310	67,382	65,786	72,781	29,309	5112 Clerical	76,834	74,250
983,335	988,213	1,018,430	1,053,819	482,589	5113 Firefighters Full Time	1,106,394	1,106,394
0	0	0	0	0	5113 N 1 Full Time Firefighter	58,204	0
0	0	0	0	0	5113 N 1 Promotion to Captian	7,600	7,600
6,562	4,151	3,413	3,482	1,601	5117 Deputy Chiefs	3,552	3,552
137,748	120,741	168,337	237,713	65,390	5118 Call Firefighters	237,713	207,713
243,231	242,138	285,493	198,000	119,478	5132 Overtime	198,000	198,000
13,615	9,703	6,990	12,000	2,338	5133 Weekend Coverage	15,220	12,000
0	0	0	0	0	5140 N Education Coord Stipend	1,500	1,500
2,500	2,500	2,500	2,500	1,250	5140 EMS Coord Stipend	2,750	2,750
2,013	0	0	5,000	735	5141 IOD	5,000	5,000
770	448	653	500	128	5147 Shift Lead Pay	500	500
55,676	56,568	58,775	63,223	23,391	5148 Holiday Pay	68,393	68,252
0	0	0	0	0	5148 N Holiday Pay New FF	3,078	0
0	0	0	0	0	5148 N Holiday Pay New Captain	402	402
4,292	5,400	5,400	5,400	0	5160 Education Stipends	4,400	4,400
0	0	12,000	10,000	10,000	5160 Residency Stipends	12,000	12,000
0	0	0	0	0	5160 N Physical Fitness Stipends	18,000	18,000
1,722,977	1,707,768	1,840,168	1,880,228	840,580	*Total Salary & Wages*	2,034,897	1,937,670
21	21	19	19	19	# Personnel F/T	20	20
0	0	1	1	1	# Personnel P/T	1	1
53	53	33	20	26	# Personnel On-Call	26	26
			8	1	# Personnel Recruits	1	1

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
4,235	3,079	3,522	3,500	485	5212	Utilities	3,500	3,500
1,401	1,338	1,190	1,500	534	5231	Water/Sewer	1,500	1,500
16,614	16,419	14,584	19,000	14,385	5244	Fire/EMS Equipment Main	20,000	20,000
2,031	2,031	2,031	2,100	846	5249	Radio/Alarm Lines	2,100	2,100
4,669	5,098	5,017	4,000	2,015	5340	Cell Phone/Pagers	5,200	5,200
24,190	16,289	17,971	22,500	10,432	5410	Petro Products	22,500	24,500
4,982	5,328	2,406	4,500	1,276	5421	Office Supplies	4,500	4,500
3,684	5,358	7,886	6,500	1,556	5430	Building Maintenance	6,500	6,500
34,660	30,937	26,144	36,000	12,541	5480	Vehicle Maintenance	36,000	36,000
196	469	647	1,000	0	5490	Emergency Food	1,000	1,000
805	1,235	2,345	2,000	560	5500	Physicals/PAT	2,000	2,000
9,214	11,472	11,723	9,000	4,288	5510	Fire Train/Education/Program	9,000	9,000
1,885	2,362	8,505	6,000	1,848	5511	EMS Training/Certification	8,000	7,000
7,833	5,022	740	3,000	0	5512	Call Firefighter Retention	3,000	3,000
12,549	22,657	8,402	13,250	7,598	5581	Uniform Allowance/Cleanin	13,250	13,250
14,882	5,806	7,129	14,500	2,816		Uniforms/Protective Equip	14,500	14,500
16,691	15,005	14,666	15,000	5,972	5582	Equipment/Hose	15,000	15,000
32,018	39,351	32,866	40,000	12,187	5584	Medical Supplies/Equip	40,000	40,000
430	342	407	400	51	5711	Mileage Reimbursement	400	400
2,089	1,950	1,453	0	0	5720	Out of State Travel	0	0
23,241	26,438	26,811	30,200	18,784	5783	Licenses and Fees	30,200	30,200
35,255	35,448	33,738	40,000	13,124	5784	EMS Billing Contractor	40,000	40,000
10,500	4,845	6,248	5,000	0	5870 C	Radio/Pager Purchase	5,000	5,000
<b>264,054</b>	<b>258,279</b>	<b>236,431</b>	<b>278,950</b>	<b>111,298</b>		<b>*Total Expenses*</b>	<b>283,150</b>	<b>284,150</b>
<b>1,987,031</b>	<b>1,966,047</b>	<b>2,076,599</b>	<b>2,159,178</b>	<b>951,878</b>		<b>*Total Budget*</b>	<b>2,318,047</b>	<b>2,221,820</b>

<b>DEPARTMENT</b> Emergency Management	<b>FUNCTION</b> Emergency Preparedness	<b>FUNCTION CODE</b> 01-291
<b>DEPARTMENT HEAD</b> Russ Hall	<b>PREPARED BY</b> Russ Hall	

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
0	61,764	63,851	65,564	31,600	5115	EM Coordinator	68,883	68,883
5,000	7,500	7,500	7,500	3,750	5120	Stipend	4,750	4,750
<b>5,000</b>	<b>69,264</b>	<b>71,351</b>	<b>73,064</b>	<b>35,350</b>		<b>*Total Salary &amp; Wages*</b>	<b>73,633</b>	<b>73,633</b>
<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b># Personnel F/T</b>	<b>1</b>	<b>1</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel P/T</b>	<b>0</b>	<b>0</b>
780	745	666	1,320	295	5430	Cell Phone	1,320	1,000
512	318	764	4,000	337	5510	Training	4,000	3,000
4,302	8,142	15,208	8,000	0	5582	Emergency Supplies	8,000	6,000
<b>5,594</b>	<b>9,205</b>	<b>16,638</b>	<b>13,320</b>	<b>632</b>		<b>*Total Expense*</b>	<b>13,320</b>	<b>10,000</b>
<b>10,594</b>	<b>78,469</b>	<b>87,989</b>	<b>86,384</b>	<b>35,982</b>		<b>*Total Budget*</b>	<b>86,953</b>	<b>83,633</b>

## PUBLIC SAFETY BUILDING

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

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

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

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

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

<b>DEPARTMENT</b> Public Safety	<b>FUNCTION</b> Public Safety Building	<b>FUNCTION CODE</b> 01-215
<b>DEPARTMENT HEAD</b>	<b>PREPARED BY</b> Peter Lukes	

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
69,014	68,805	69,823	64,500	25,330	5212	PSB Utilities	64,500	64,500
9,895	3,498	4,217	6,000	955	5214	PSB Fuel	6,000	6,000
9,209	6,394	5,885	11,000	4,156	5231	PSB Water Sewer	11,000	11,000
51,730	38,867	51,458	55,000	18,049	5242	PSB Mechanical & Maint	55,000	50,000
30,097	29,245	11,486	31,000	2,176	5242	Maint. Contracts	31,000	26,000
32,831	33,216	32,629	35,000	14,170	5430	PSB Cleaning	35,000	35,000
5,616	5,787	2,458	8,000	144	5450	PSB Cleaning Supplies	8,000	6,000
<b>208,392</b>	<b>185,812</b>	<b>177,956</b>	<b>210,500</b>	<b>64,980</b>		<b>*Total Expenses*</b>	<b>210,500</b>	<b>198,500</b>
<b>208,392</b>	<b>185,812</b>	<b>177,956</b>	<b>210,500</b>	<b>64,980</b>		<b>*Total Budget*</b>	<b>210,500</b>	<b>198,500</b>

**TOWN OF HOLDEN****FY 2019 BUDGET**

	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Actual FY 2017</b>	<b>Budget FY 2018</b>	<b>December YTD</b>	<b>Request FY 2019</b>	<b>Manager FY 2019</b>
<b>PUBLIC WORKS</b>							
Administration	179,813	190,927	195,512	201,970	95,651	208,112	208,112
Engineering	199,111	203,460	287,809	337,788	94,701	345,384	345,384
Highway Division	1,346,841	1,288,997	1,288,527	1,391,925	482,309	1,352,076	1,352,076
Mechanics Division	189,352	191,127	203,385	207,392	91,216	208,506	208,506
Buildings/Grounds	671,810	632,762	671,388	776,296	307,086	773,648	773,648
Garage Division	44,895	43,809	48,136	93,300	28,005	48,800	47,800
<b>TOTAL</b>	<b>2,631,822</b>	<b>2,551,082</b>	<b>2,694,757</b>	<b>3,008,671</b>	<b>1,098,968</b>	<b>2,936,526</b>	<b>2,935,526</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: Over 120-miles of roads; guard rails and street signs; more than 56-miles of sidewalks (of which 20-miles are snowplowed); bridges; storm water infrastructure, including over 2,000 catch basins/manholes, culverts and outfalls; winter snow & ice operations; cemeteries, parks and playgrounds; town-owned buildings (four of which are historic); town landfill; and program management necessary to provide safe and reliable transportation systems for each of our public safety operations, residents, businesses, and visitors.

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

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

***Administration***

The Administration Division provides overall administration, supervision and direction for all DPW Divisions and Town-related activities. Additionally, Administration provides ongoing day to day operations and planning support for all new initiatives and programs in conjunction with town administration. To accomplish this goal, the Director meets with key staff on a daily basis, and the products and accomplishments are reviewed along with project and operational costs associated with accomplishing other Departmental goals. The Division also provides administrative services for the Director, Senior Civil Engineer and Civil Engineer II 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 2019 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 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
111,360	116,923	120,070	123,939	57,202	5110	DPW Director	128,345	128,345
56,585	60,031	63,441	65,731	30,337	5112	Clerical	68,067	68,067
<b>167,945</b>	<b>176,954</b>	<b>183,511</b>	<b>189,670</b>	<b>87,539</b>		<b>*Total Salary &amp; Wages*</b>	<b>196,412</b>	<b>196,412</b>
<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>		<b># Personnel F/T</b>	<b>2</b>	<b>2</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel P/T</b>	<b>0</b>	<b>0</b>
50	51	24	100	1,144	5244	Radio Maintenance	100	100
653	695	666	625	567	5340	Pagers/Cell Phone	650	650
436	98	292	300	69	5343	Postage	300	300
953	568	707	750	394	5410	Petro Products	750	750
5,149	4,298	4,147	3,000	1,030	5421	Office Supplies	3,500	3,500
476	4,217	3,101	2,000	820	5422	Printing	2,500	2,500
2,508	600	1,219	1,300	1,150	5480	Vehicle Maintenance	1,300	1,300
74	0	21	225	0	5584	Safety Wear	100	100
1,373	1,755	1,626	1,900	1,338	5731	Association Dues	1,900	1,900
0	42	0	100	0	5732	Books & Periodicals	100	100
196	1,649	198	2,000	1,600	5733	Expense of Meetings	500	500
<b>11,868</b>	<b>13,973</b>	<b>12,001</b>	<b>12,300</b>	<b>8,112</b>		<b>*Total Expenses*</b>	<b>11,700</b>	<b>11,700</b>
<b>179,813</b>	<b>190,927</b>	<b>195,512</b>	<b>201,970</b>	<b>95,651</b>		<b>*Total Budget*</b>	<b>208,112</b>	<b>208,112</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, Conservation Commission, and Zoning Board of Appeals with the review of site plans; preliminary and definitive subdivisions; approval not required plans, and; subdivision acceptance and as-built plans. The Division also offers professional technical review of supporting documents including traffic impact studies; environmental impact assessment reports, and; stormwater reports. Engineering determines construction cost estimates for bonding requirements, inspects the installation of utilities to ensure that all work is performed in compliance with applicable regulations and that all public infrastructure and utilities are properly tested/installed before acceptance by the Town. The Division also conducts comprehensive studies on proposed large subdivisions to account for their impact and need for improvements to the Town's public roads, bridges, sidewalks, water, sewage, drainage, and traffic management systems. Technical expertise is provided to support all construction-related project activities performed by the DPW operating divisions and other Town departments or agencies. To accomplish this goal, the Engineering Division undertakes the design and survey elements, prepares specifications and cost estimates, calculates material quantities, and files necessary applications with the regulatory agencies.

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

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

## TOWN OF HOLDEN

## FY 2019 BUDGET

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

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
141,497	127,728	127,293	146,093	65,879	5111	Engineers	153,389	153,389
0	0	6,817	11,520	3,897	5119	Engineer Intern	11,520	11,520
<b>141,497</b>	<b>127,728</b>	<b>134,110</b>	<b>157,613</b>	<b>69,776</b>		<b>*Total Salary &amp; Wages*</b>	<b>164,909</b>	<b>164,909</b>

<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>		<b># Personnel F/T</b>	<b>2</b>	<b>2</b>
<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b># Personnel P/T Intern</b>	<b>1</b>	<b>1</b>

32,570	38,065	98,419	100,000	0	5299	Post Closure Monitoring	100,000	100,000
10,000	7,895	10,000	10,000	0	5303	Consulting Services	10,000	10,000
998	1,046	1,046	1,500	1,099	5306	Design Software	1,500	1,500
4,033	12,690	15,177	15,000	9,700	5311	GIS	15,000	15,000
835	1,715	1,848	1,500	590	5340	Pagers/Cell Phones	1,500	1,500
756	431	433	500	69	5343	Postage	500	500
1,379	872	806	1,100	715	5410	Petro Products	1,100	1,100
259	285	2,511	1,000	771	5480	Vehicle Maintenance	1,000	1,000
1,828	5,665	3,823	2,700	2,027	5582	Equip/Supplies	3,000	3,000
99	379	77	675	172	5584	Safety Wear	675	675
402	130	0	200	91	5710	Car Allowance/Mileage	200	200
75	189	0	500	0	5731	Association Dues	500	500
4,000	4,069	18,999	45,000	9,341	5732	Storm Water NPDES Permit	45,000	45,000
380	2,301	560	500	350	5733	Expense of Meetings	500	500
<b>57,614</b>	<b>75,732</b>	<b>153,699</b>	<b>180,175</b>	<b>24,925</b>		<b>*Total Expenses*</b>	<b>180,475</b>	<b>180,475</b>
<b>199,111</b>	<b>203,460</b>	<b>287,809</b>	<b>337,788</b>	<b>94,701</b>		<b>*Total Budget*</b>	<b>345,384</b>	<b>345,384</b>

***Highway***

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

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

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

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

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

<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	

**NOTES**

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
87,237	91,423	51,024	79,800	34,851	5111	Supervisor	81,725	81,725
395,756	390,120	354,067	396,735	181,543	5116	Labor	395,061	395,061
5,320	4,560	5,980	7,040	0	5118	Seasonal Labor	7,040	7,040
8,366	12,328	17,489	18,000	13,513	5132	Overtime	18,000	18,000
9,754	8,661	2,340	10,000	1,688	5140	Police Details	8,000	8,000
122	221	303	250	193	5142	Out of Class	250	250
5,400	4,500	2,700	6,300	0	5143	Incentive Pay/Bonus	7,200	7,200
<b>511,955</b>	<b>511,813</b>	<b>433,903</b>	<b>518,125</b>	<b>231,788</b>		<b>*Total Salary &amp; Wages*</b>	<b>517,276</b>	<b>517,276</b>
<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>		<b># Personnel F/T</b>	<b>9</b>	<b>9</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel P/T</b>	<b>0</b>	<b>0</b>
<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b># Personnel Seasonal</b>	<b>1</b>	<b>1</b>
108,142	108,000	108,000	110,000	54,000	5211	Light Power/Street Lights	70,000	70,000
7,825	8,086	12,196	14,000	6,600	5271	Leased Equipment	14,000	14,000
3,185	3,302	3,425	3,500	1,335	5340	Pagers/Cell Phones	3,500	3,500
10,663	5,968	6,070	7,800	3,687	5410	Petro Products	7,800	7,800
12,796	13,206	14,376	14,800	12,604	5411	Diesel Fuel	17,000	17,000
79,305	62,107	74,936	70,000	46,065	5480	Vehicle Maintenance	70,000	70,000
4,198	6,351	5,008	7,000	4,757	5531	Stock	7,000	7,000
2,098	3,989	4,336	4,000	4,192	5532	Tools	4,000	4,000
22,800	18,585	25,227	25,000	2,065	5537	Miscellaneous Drainage	25,000	25,000
22,985	22,269	15,654	25,000	1,106	5538	Roadway Maintenance	25,000	25,000
3,549	5,368	6,165	20,000	10,884	5541	Street Sweeper	20,000	20,000
2,171	2,189	2,192	3,000	1,103	5581	Uniforms	3,000	3,000
4,108	4,846	2,612	4,700	750	5584	Safety Wear	4,000	4,000
2,285	1,616	1,231	3,000	575	5783	Licenses	2,500	2,500
0	35,223	47,241	50,000	4,477	5788	Line Painting	50,000	50,000
11,902	5,028	16,634	12,000	172	5789	Signs	12,000	12,000
536,874	471,051	509,321	500,000	96,149	5890	Snow Removal	500,000	500,000
<b>834,886</b>	<b>777,184</b>	<b>854,624</b>	<b>873,800</b>	<b>250,521</b>		<b>*Total Expenses*</b>	<b>834,800</b>	<b>834,800</b>
<b>1,346,841</b>	<b>1,288,997</b>	<b>1,288,527</b>	<b>1,391,925</b>	<b>482,309</b>		<b>*Total Budget*</b>	<b>1,352,076</b>	<b>1,352,076</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 across the DPW, Fire Department, Police Department, Light Department, Recreation, and Senior Center. This group also services the water and sewer pumping stations, generators and fuel storage tanks to assure that all equipment is ready, reliable and safe for day-to-day and emergency-related use.



## TOWN OF HOLDEN

## FY 2019 BUDGET

<b>DEPARTMENT</b> Public Works	<b>FUNCTION</b> Mechanics Division	<b>FUNCTION CODE</b> 01-423
<b>DEPARTMENT HEAD</b> John Woodsmall	<b>PREPARED BY</b> John Woodsmall	

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
171,156	175,721	185,232	188,942	85,471	Salary & Wages	190,856	190,856
18,196	15,406	18,153	18,450	5,745	Operating Expense	17,650	17,650
<b>189,352</b>	<b>191,127</b>	<b>203,385</b>	<b>207,392</b>	<b>91,216</b>	<b>*Total Budget*</b>	<b>208,506</b>	<b>208,506</b>
17,000	17,000	14,000	14,000	7,000	Indirects Included:		
40,000	40,000	35,000	35,000	17,500	HMLD Charge	17,000	17,000
<b>57,000</b>	<b>57,000</b>	<b>49,000</b>	<b>49,000</b>	<b>24,500</b>	Water Sewer Enterprise	33,400	33,400
					<b>Indirects</b>	<b>50,400</b>	<b>50,400</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
167,917	172,750	182,074	185,017	85,392	5116	Equipment Mechanics	187,431	187,431
366	4	322	1,000	47	5132	Overtime	500	500
173	267	136	225	32	5142	Working Out of Class	225	225
2,700	2,700	2,700	2,700	0	5143	Incentive Plan	2,700	2,700
<b>171,156</b>	<b>175,721</b>	<b>185,232</b>	<b>188,942</b>	<b>85,471</b>		<b>*Total Salary &amp; Wages*</b>	<b>190,856</b>	<b>190,856</b>
<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b># Personnel F/T</b>	<b>3</b>	<b>3</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel P/T</b>	<b>0</b>	<b>0</b>
990	1,199	1,680	1,200	546	5340	Pagers/Cell Phones	1,200	1,200
1,780	982	1,045	1,200	553	5410	Petro Products	1,300	1,300
471	387	883	750	528	5411	Diesel	750	750
1,953	3,709	2,133	3,000	1,066	5480	Vehicle Maintenance	2,500	2,500
9,210	5,662	9,467	8,000	1,695	5532	Mechanic Tools	8,000	8,000
1,407	1,510	1,521	1,800	816	5581	Uniforms	1,800	1,800
1,260	1,171	899	1,200	466	5584	Safety Wear	1,100	1,100
1,125	786	525	1,300	75	5783	Licenses	1,000	1,000
<b>18,196</b>	<b>15,406</b>	<b>18,153</b>	<b>18,450</b>	<b>5,745</b>		<b>*Total Expenses*</b>	<b>17,650</b>	<b>17,650</b>
<b>189,352</b>	<b>191,127</b>	<b>203,385</b>	<b>207,392</b>	<b>91,216</b>		<b>*Total Budget*</b>	<b>208,506</b>	<b>208,506</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) 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, Gale Free Library, Adams Road DPW Facility, Spring Street Water & Sewer Facility, Public Safety Building, 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.

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
406,807	387,892	405,445	435,596	199,739	Salary & Wages	426,898	426,898
265,003	244,870	265,943	340,700	107,347	Operating Expense	346,750	346,750
<b>671,810</b>	<b>632,762</b>	<b>671,388</b>	<b>776,296</b>	<b>307,086</b>	<b>*Total Budget*</b>	<b>773,648</b>	<b>773,648</b>
25,000	25,000	25,000	28,000	28,000	Indirects Included:		
25,000	25,000	25,000	28,000	28,000	4271 Recreation charges	28,840	28,840
					Indirects	28,840	28,840

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
353,658	331,411	351,021	377,646	173,071	5116	Labor	374,348	374,348
15,891	16,506	16,456	21,000	11,055	5118	Seasonal Labor	21,000	21,000
4,000	5,000	5,000	5,000	2,308	5119	PT Temp Facility Manager	0	0
28,054	31,187	30,053	28,000	12,864	5132	Overtime	28,000	28,000
104	188	215	350	441	5142	Out of Class	350	350
5,100	3,600	2,700	3,600	0	5143	Incentive Plan	3,200	3,200
<b>406,807</b>	<b>387,892</b>	<b>405,445</b>	<b>435,596</b>	<b>199,739</b>		<b>*Total Salary &amp; Wages*</b>	<b>426,898</b>	<b>426,898</b>
8	8	8	8	8		# Personnel F/T	8	8
1	1	0	0	0		# Personnel P/T Temporary	0	0
3	3	3	3	3		# Seasonal	3	3
28,004	25,772	24,577	28,500	14,261	5212	Utilities	28,000	28,000
27,438	17,344	20,472	26,000	3,235	5214	Fuel	26,000	26,000
12,111	11,380	11,350	16,000	3,180	5231	Water/Sewer	15,000	15,000
1,978	3,865	1,661	3,000	87	5242	Equipment Repair	3,000	3,000
7,280	7,931	7,056	9,000	3,528	5247	Elevator Maintenance	9,000	9,000
5,986	7,828	7,905	9,000	177	5249	Alarm Monitor	9,000	9,000
2,875	2,827	2,902	3,000	1,121	5340	Pagers/Cell Phone	3,000	3,000
33,790	32,641	31,377	35,000	13,337	5341	Telephone	35,000	35,000
8,096	4,924	5,634	6,600	3,273	5410	Petro Products	7,000	7,000
11,933	5,209	7,992	8,600	4,164	5411	Diesel Fuel	9,200	9,200
716	609	882	650	372	5421	Office Supplies	700	700
47,712	46,790	60,940	45,000	15,588	5430	Building Maintenance	45,000	45,000
0	0	0	60,500	14,814	5440	Building Cleaning Contract	68,000	68,000
12,033	14,065	12,184	13,000	5,881	5450	Building Supplies	13,000	13,000
27,859	30,265	26,125	30,000	11,404	5460	Parks Maintenance	30,000	30,000
8,472	4,760	15,639	12,000	2,092	5462	Grave Maintenance	12,000	12,000
20,318	17,422	20,912	20,000	6,978	5480	Vehicle Maintenance	20,000	20,000
1,370	2,394	2,417	3,500	606	5532	Tools	3,000	3,000
2,292	1,874	2,004	3,500	1,084	5581	Uniforms	3,500	3,500
3,107	5,193	2,834	5,000	1,660	5584	Safety Wear	4,500	4,500
100	100	0	350	0	5731	Association Dues	350	350
1,533	1,677	1,080	2,500	505	5783	Licenses	2,500	2,500
<b>265,003</b>	<b>244,870</b>	<b>265,943</b>	<b>340,700</b>	<b>107,347</b>		<b>*Total Expenses*</b>	<b>346,750</b>	<b>346,750</b>
<b>671,810</b>	<b>632,762</b>	<b>671,388</b>	<b>776,296</b>	<b>307,086</b>		<b>*Total Budget*</b>	<b>773,648</b>	<b>773,648</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

<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 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	<b>*Total Salary &amp; Wages*</b>	0	0

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
11,296	9,558	10,586	11,000	3,635	5212 Utilities	11,000	11,000
0	0	0	12,000	8,625	5213 Utilities 18 Industrial	0	0
15,269	9,070	10,297	14,000	1,220	5214 Fuel / Natural Gas	14,000	13,000
0	0	0	30,000	1,178	5215 Fuel 18 Industrial	0	0
1,659	1,505	1,596	1,800	580	5231 Water & Sewer	1,800	1,800
0	0	0	7,500	2,158	5232 Water Sewer 18 Industrial	0	0
1,817	1,919	1,954	2,000	826	5342 Radio Lines	2,000	2,000
14,854	21,757	23,703	15,000	9,783	5430 Building Maintenance	<u>20,000</u>	<u>20,000</u>
<b>44,895</b>	<b>43,809</b>	<b>48,136</b>	<b>93,300</b>	<b>28,005</b>	<b>*Total Expenses*</b>	<b>48,800</b>	<b>47,800</b>
<b>44,895</b>	<b>43,809</b>	<b>48,136</b>	<b>93,300</b>	<b>28,005</b>	<b>*Total Budget*</b>	<b>48,800</b>	<b>47,800</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

	Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Request FY 2019	Manager FY 2019
<b>OTHER FUNDS</b>							
Water/Sewer Enterprise Fund	6,046,327	6,338,815	6,679,748	7,963,037	3,223,096	8,136,937	8,132,490
Solid Waste Enterprise Fund	1,119,584	1,089,343	1,135,626	1,290,618	569,193	1,299,387	1,299,787
Inspection Revolving Fund	223,453	235,220	229,342	255,258	122,113	292,776	262,176
Cable Revolving Fund	220,403	274,239	289,754	432,332	97,934	399,199	403,018
Recreation Revolving Fund	445,060	356,725	373,801	391,096	213,995	423,625	424,690
Before/After School Revolving Fund	296,037	309,575	323,221	323,907	166,649	352,343	352,653
<b>TOTAL</b>	<b>8,350,864</b>	<b>8,603,917</b>	<b>9,031,492</b>	<b>10,656,248</b>	<b>4,392,980</b>	<b>10,904,267</b>	<b>10,874,814</b>
	Balance FY 2015	Balance FY 2016	Balance FY 2017	Balance FY 2018	December YTD	Balance FY 2019	Balance FY 2019
General Stabilization Fund	2,168,247	2,718,207	3,249,114	3,410,673	3,410,673	3,910,673	3,910,673
Water/Sewer Stabilization Fund	176,087	182,551	183,502	183,713	183,713	183,713	183,713
Fire Vehicle Stabilization Fund	573,395	597,862	40,546	264,035	264,035	364,035	364,035
Open Space Stabilization	0	0	51,673	102,515	102,515	152,515	152,515
Dispatch Infrastructure Stabilization	0	0	5,167	21,423	21,423	39,423	39,423
DPW Depreciation Fund	619,741	455,323	231,404	282,453	282,453	232,453	232,453
Infrastructure Investment Fund	1,333,961	1,346,167	1,346,934	1,347,654	562	0	0
Other Post Employment Benefits TF	894,015	1,471,687	2,183,577	2,871,475	2,871,475	3,423,168	3,423,168
<b>TOTAL</b>	<b>5,765,446</b>	<b>6,771,797</b>	<b>7,291,917</b>	<b>8,483,941</b>	<b>7,136,849</b>	<b>8,305,980</b>	<b>8,305,980</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, Water & Sewer Foreman, three (3) Water Operators IV, two (2) Water Operators III, and two (2) Water Operators II. Additionally the DPW Administration and Engineering Divisions, consisting of the Director, Senior Civil Engineer, Civil Engineer II, Office Manager, and Senior DPW Clerk share responsibilities with the Water & Sewer Division.

**Administration**

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

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



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

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

***Water Distribution***

The Division strives to maintain existing water mains, valves, hydrants, storage reservoirs in an acceptable and safe condition, and to identify and repair water main, hydrant, and service leaks. The Division performs planning, everyday operations and maintenance, undertakes major capital improvement projects such as well redevelopment, hydrant flushing, cleaning and/or replacing water mains, tank rehabilitation, etc. There are over one hundred and 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 2017, a total of approximately 485 million gallons of water was produced and/or purchased (sixty-eight (68) percent produced and thirty-two (32) percent purchased), all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

***Sewer Collection Systems***

There are more than seventy-eight (78) miles of sanitary sewer mains through the Town of Holden, consisting of gravity and force mains, and the Rutland-Holden Trunk and Relief Sewers (RHTRS). The sewer collection systems consist of various size pipelines constructed of materials such as PVC, asbestos concrete, and concrete, and twenty-seven (27) sewer pumping stations that are operated and maintained twenty-four hours a day, seven days a week. Our sewer collection system operations includes routine cleaning, pumping and scheduled preventive maintenance. Our staff also documents operating records for each of our stations on a daily basis.

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

**FY 2019 BUDGET**

### ***Sewage Treatment***

The Town of Holden does not treat its own sewage. All wastewater is transported through the Massachusetts Department of Conservation and Recreation (DCR) RHTRS into the City of Worcester, measured via the Parker Avenue sewer flow meter and the DCR Station C Meter, and eventually discharged to the Upper Blackstone Water Pollution Abatement District (UBWPAD) treatment facility located in Millbury, Massachusetts. The Town of Holden makes annual payments to DCR for the use of the RHTRS, the City of Worcester for the use of their sewer collection system, and the UBWPAD for the final treatment of the Town's wastewater. The sum of these payments constitutes the majority of the Town's fixed-expense line items in the sewer budget. In FY2017, approximately 435 million gallons of sewage was transported to the UBWPAD from Holden.

### ***Customer Service***

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

### ***Billing***

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

### ***Summary***

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

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

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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION Description	Request FY 2019	Manager FY 2019
547,819	597,738	595,332	628,354	281,103	Salary & Wages	654,772	647,925
5,092,502	5,380,163	5,956,462	6,739,683	2,849,750	Operating Expenses	7,114,665	7,117,065
406,006	360,912	127,954	595,000	92,243	Capital Outlay	367,500	367,500
6,046,327	6,338,813	6,679,748	7,963,037	3,223,096	<b>Total Budget</b>	8,136,937	8,132,490

						FINANCING PLAN		
5,621,966	5,809,506	5,927,518	5,665,137	3,066,645	4210	Water Rates	5,850,000	5,850,000
0	0	0	0	0		Water Rate Increase	110,000	110,000
0	0	0	0	0		Sewer Rate Increase	110,000	110,000
20,552	24,286	18,851	20,000	22,400	4220	Water Miscellaneous	20,000	20,000
92,500	145,053	145,400	65,000	47,900	4221	Water Connections	80,000	80,000
145,227	164,913	148,674	161,000	105,347	4222	Tower Rental	149,000	149,000
0	0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
840	1,140	0	900	0	4227	Septage UBWPAD	1,000	1,000
2,301	0	17,420	3,000	0	4280	Interest	3,000	3,000
5,463	7,852	5,543	3,000	616	4320	Liens	5,000	5,000
67,861	111,824	133,652	60,000	55,205	4321	Sewer Insp/Entrance Fees	80,000	80,000
347,093	349,186	320,772	250,000	34,269	4751	Sewer Project Assessment	250,000	250,000
0	2,183	0	0	0	4595	Dec '08 FEMA	0	0
8,460	0	7,578	0	0	4850	W/S Worker Comp. Reimb.	0	0
92,936	212,563	0	0	0	4921	Bond Premiums	0	0
0	0	0	0	2,102	4940	W/S Sale of Town Assests	0	0
48,428	25,669	0	0	0		Prior Year Unspent Encumbrances	0	0
680,000	1,170,005	1,154,560	1,689,000	1,689,000		Free Cash Appropriated from previous	1,427,500	1,427,500
-1,170,005	-1,154,560	-1,689,000	-1,427,500	0	3590	Free Cash Appropriated for next year	0	0
5,963,622	6,869,619	6,190,968	6,535,537	5,023,484		TOTAL REVENUE	8,131,500	8,131,500
6,046,327	6,338,813	6,679,748	7,963,037	3,223,096		TOTAL EXPEND.	8,136,937	8,132,490
2,015,335	1,932,630	2,463,436	1,974,656	1,974,656		PRIOR YEAR BALANCE	547,156	547,156
1,932,630	2,463,436	1,974,656	547,156	3,775,044		BALANCE	541,719	546,166

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
84,563	88,727	72,253	81,479	37,489	5110	Superintendent	86,407	87,698
37,563	38,985	30,727	35,217	16,194	5112	Clerical	37,320	37,320
319,380	377,330	371,888	408,668	188,378	5116	Labor	422,077	413,939
46,897	49,364	53,252	52,000	25,385	5131	Standby	52,000	52,000
46,673	29,809	47,516	33,000	12,203	5132	Overtime	35,000	35,000
5,220	5,513	15,530	6,000	1,080	5140	Police Detail	6,000	6,000
200	296	566	450	374	5142	Work/Out of Class	600	600
3,600	3,600	3,600	4,500	0	5143	Incentive Plan	4,500	4,500
0	0	0	0	0	5150	Wage Adjustment	10,868	10,868
3,723	4,114	0	7,040	0	5118	Seasonal Labor	0	0
547,819	597,738	595,332	628,354	281,103		*Total Salary & Wages*	654,772	647,925
10	10	10	10	10		# Personnel F/T	10	10
0	0	0	0	0		# Personnel P/T	0	0
7,719	8,521	8,054	9,000	4,293	5173	Medicare	9,000	9,000
333	367	367	420	242	5174	Life Insurance	450	450
37,574	56,363	83,287	105,000	48,832	5175	Health Insurance	125,000	125,000
83,475	86,550	93,494	97,563	97,563	5177	Retirement	108,000	108,000
180,052	167,985	169,331	175,000	64,355	5211	Light and Power	175,000	175,000
5,112	3,294	3,263	6,000	1,298	5214	Fuel	5,000	5,000
46,593	76,008	41,490	55,000	11,791	5246	Pump Station Water Maintenance	55,000	55,000
56,937	54,354	21,243	45,000	10,749	5247	Pump Station-Sewer Maintenance	45,000	45,000
6,777	1,542	7,947	8,000	1,193	5248	Generator Maintenance	8,000	8,000
5,927	7,712	4,780	6,000	0	5249	Sewer Incremental O&M	6,000	6,000
68,977	51,014	29,592	60,000	11,212	5251	Water Incremental O&M	60,000	60,000
28,450	12,186	10,503	25,000	3,531	5291	Hydrant Replacement	20,000	20,000
225,569	302,739	207,456	450,000	892	5300	Legal Services	450,000	450,000
45,961	65,783	49,906	125,000	23,206	5303	Consulting Services	125,000	125,000
0	512	0	1,000	0	5304	Physicals	1,000	1,000
4,181	4,217	3,962	4,400	4,147	5316	SDWA Assessment	4,400	4,400
1,154,743	1,093,342	1,541,328	1,400,000	338,175	5317	DCR Disposal	1,500,000	1,500,000
729,373	765,584	821,992	805,000	601,460	5318	UBWPAB-Assessment	850,000	850,000
87,127	75,884	66,898	100,000	20,678	5319	MWRA-Maintenance	100,000	100,000
26,000	30,000	11,733	25,000	0	5320	West Boylston Woodland PS IMA	17,000	17,000
4,157	4,454	5,085	4,500	2,173	5340	Pager/Cell Phone	4,500	4,500

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
28,733	30,030	22,573	24,000	14,348	5342 Radio Lines	24,000	24,000
692,921	795,306	844,205	775,000	377,434	5381 Worcester Water	800,000	800,000
15,612	11,451	12,357	13,500	7,941	5410 Petro Products	14,000	14,000
7,408	3,752	4,936	6,200	3,189	5411 Diesel Fuel	6,500	6,500
9,757	7,637	8,879	7,000	1,739	5421 Office Supplies	7,000	7,000
7,689	0	0	0	0	5430 Building Operations	0	0
9,282	10,162	14,776	7,000	1,807	5440 Property Maintenance	10,000	10,000
14,091	18,505	10,719	15,000	10,360	5480 Vehicle Maintenance	15,000	15,000
17,887	23,845	26,957	25,000	4,947	5531 Stock	25,000	25,000
8,156	7,940	7,611	7,000	4,047	5532 Tools	7,000	7,000
73,877	69,626	86,529	90,000	28,209	5535 Chemicals	90,000	90,000
10,323	5,502	3,965	8,000	5,383	5538 Misc Patch	8,000	8,000
30,794	47,173	26,693	40,000	16,168	5539 New Meters/Repairs	35,000	35,000
44,903	44,903	44,903	45,000	18,710	5580 Billing Expenses	45,000	45,000
1,404	1,478	1,549	2,500	827	5581 Uniforms	2,500	2,500
4,578	4,933	2,597	4,000	2,751	5584 Safety Wear	4,000	4,000
29,078	29,034	33,859	37,000	43,966	5741 Insurances	37,000	37,000
9,435	17,104	10,871	15,000	7,164	5783 Licenses and Training	15,000	15,000
1,129,787	1,266,118	1,486,212	1,537,600	970,970	5910 Debt	1,711,315	1,711,315
5,000	5,000	8,000	8,000	4,000	5961 Indirect Manager	8,000	8,500
12,750	12,750	13,500	13,500	6,750	5961 Indirect Collections	13,500	14,500
7,000	7,000	8,500	8,500	4,250	5961 Indirect Accounting	8,500	10,000
40,000	40,000	35,000	35,000	17,500	5961 Indirect Mechanics	35,000	33,400
10,000	10,000	15,000	15,000	7,500	5961 Indirect IT	15,000	16,000
406,006	360,912	127,954	595,000	92,243	5810 Capital Outlay	367,500	367,500
0	0	0	450,000	0	5781 Emergency Reserve (O&M Reserve)	465,000	465,000
67,000	0	0	0	0	A Transfer to W/S Stabilization	0	0
0	42,505	44,560	44,000	44,000	5966 A Transfer to W/S OPEB	45,000	45,000
5,498,508	5,741,075	6,084,416	7,334,683	2,941,993	*Total Expenses*	7,482,165	7,484,565
6,046,327	6,338,813	6,679,748	7,963,037	3,223,096	*Total Budget*	8,136,937	8,132,490

***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. Currently, 5690 residences have subscribed for this service. For a monthly fee, residential trash is collected curbside on a weekly basis and recyclable materials are collect curbside bi-weekly. The program provides each residence with a blue trash cart (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 current fee for this service is \$18.75 for Plan A (65gal. trash/95 gal. recycling) or \$13.50 for Plan B (35gal. trash/35 gal. recycling). There are 5140 residences subscribing to Plan A, and there are 620 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 \$7.25 for a sleeve of five bags. 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. The current five year contract with Casella was renewed for an additional 5 years in FY 2018. The FY 2019 costs for recycling and solid waste collection will increase 3% to \$62,196.05 per month for the year.

Casella processes the recyclable materials at the Singe Stream Recycling Facility in Auburn, MA. This facility was a first of its kind recyclable materials sorting facility. In 2014-2015 the recycling market dramatically changed, resulting in a national decrease in the aggregate resale value. This decrease in value was a result of changing regulations and a surplus of materials following the increasing trend of curbside collection and has resulted in a per ton cost to dispose of recycling. Last year, Holden residents recycled an average of 1,900 tons annually at a cost of \$30 per ton for disposal.

Residential waste is taken to the Wheelabrator incineration facility in Millbury, MA. The Town of Holden with the City of Worcester and several other central Massachusetts communities worked together with Waste Management in 1983 to build a municipal solid waste facility to incinerate trash and generate electricity. Prior to that agreement ending in 2007, 47 Central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. This past year the Wheelabrator facility was sold to another company that specializes in waste to energy facilities. The new entity, Wheelabrator Technologies Inc. in negotiations with the 47 CMRRC communities agreed to lower the current tipping fee from \$75.66 to \$64.00 per ton, with a modest increase to \$66.00

## **RESIDENTIAL TRASH AND RECYCLING PROGRAM**

in July 2016. Under the existing contract the set fee will be recalculated in FY2018 to a cost of \$67.14 per ton based upon a formula utilizing the Consumer Pricing Index for the month of March, this same formula will be utilized to calculate the tipping fee for FY 2019, another increase to the tipping fee is expected. The Town of Holden delivered approximately 4500 tons of residential trash to Wheelabrator in 2017.

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



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

**NOTES**

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
31,371	25,797	42,850	50,296	11,402	Salary & Wages	50,847	50,847
1,088,213	1,063,546	1,092,776	1,240,322	557,791	Operating Expense	1,248,540	1,248,940
<b>1,119,584</b>	<b>1,089,343</b>	<b>1,135,626</b>	<b>1,290,618</b>	<b>569,193</b>	<b>Total Budget</b>	<b>1,299,387</b>	<b>1,299,787</b>

FINANCING PLAN								
1,112,086	1,135,298	1,124,345	1,259,790	615,831	4210	User Fees	1,245,000	1,245,000
16,688	15,694	19,619	16,000	9,694	4220	Misc/Trash Bags	17,000	17,000
2,200	2,950	4,200	0	0	4240	Large Item Sticker Fee		
1,627	1,788	2,040	600	1,108	4280	Interest	600	600
998	1,036	1,582	0	164	4320	Liens	1,200	1,200
1,133,599	1,156,766	1,151,786	1,276,390	626,797		TOTAL REVENUE	1,263,800	1,263,800
30,000	30,000	70,000				FREE CASH CURRENT YEAR	36,000	36,000
1,119,584	1,089,343	1,135,626	1,290,618	569,193		TOTAL EXPENDITURES	1,299,387	1,299,787
44,015	97,423	86,160	-14,228	57,604		CURRENT YEAR BUDGET SURPLUS	413	13
0	0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0
-30,000	-70,000	0	-36,000	0		FREE CASH USE - NEXT YEAR	0	0
235,044	249,059	276,482	362,642	362,642		PRIOR YEAR BALANCE	312,414	312,414
249,059	276,482	362,642	312,414	420,246		BALANCE	312,827	312,427

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2018	Manager FY 2018
10,360	2,869	22,310	22,968	0	5110	Dir of Planning and Development	19,027	19,027
4,161	6,373	2,584	4,328	0	5112	Clerical	8,820	8,820
16,850	16,555	17,956	23,000	11,402	5119	Compost Operation	23,000	23,000
<b>31,371</b>	<b>25,797</b>	<b>42,850</b>	<b>50,296</b>	<b>11,402</b>		<b>*Total Salary &amp; Wages*</b>	<b>50,847</b>	<b>50,847</b>
<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>		<b># Personnel F/T (shared)</b>	<b>2</b>	<b>2</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel P/T (shared)</b>	<b>0</b>	<b>0</b>
201	256	359	450	177	5173	Medicare	520	520
9	9	13	150	8	5174	Life Insurance	17	17
1,907	3,428	5,717	7,300	2,927	5175	Health Insurance	8,000	8,000
3,150	3,400	4,500	5,000	5,000	5177	Retirement	5,500	5,500
19,200	20,832	23,477	0	0	5245	Toter Storage	0	0
291,746	311,888	303,522	385,000	160,426	5250	Disposal Fees	365,000	365,000
						N Recycling Disposal Fees	60,000	60,000
26,725	9,866	18,817	5,000	14,334	5251	Toters/Overflow Bags	15,000	15,000
474,574	456,084	469,920	527,916	241,322	5252	Solid Waste Collection	505,385	505,385
240,759	228,036	234,720	271,956	123,270	5253	Recycling	254,168	254,168
740	740	2,221	3,000	0	5299	Recycling Program	2,500	2,500
166	0	0	400	0	5303	Consulting Services	0	0
0	0	0	500	0	5343	Postage	500	500
100	97	407	1,200	0	5421	Office Supplies	1,200	1,200
16,686	16,910	17,103	18,800	4,327	5580	Billing Expense	18,000	18,000
0	0	0	500	0	5582	Non Capital Equipment	0	0
250	0	0	250	0	5711	Mileage Reimbursement	250	250
0	0	0	250	0	5731	Association Dues	0	0
0	0	0	150	0	5733	Expense of Meetings	0	0
0	0	0	500	0	5741	Insurance/Bad Debt	500	500
9,000	9,000	9,000	9,000	4,500	5961	Indirect Collections	9,000	9,200
3,000	3,000	3,000	3,000	1,500	5961	Indirect Accounting	3,000	3,200
<b>1,088,213</b>	<b>1,063,546</b>	<b>1,092,776</b>	<b>1,240,322</b>	<b>557,791</b>		<b>*Total Expenses*</b>	<b>1,248,540</b>	<b>1,248,940</b>
<b>1,119,584</b>	<b>1,089,343</b>	<b>1,135,626</b>	<b>1,290,618</b>	<b>569,193</b>		<b>*Total Budget*</b>	<b>1,299,387</b>	<b>1,299,787</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 8422 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on approximately 7,000 of these parcels. The structures range in complexity from basic storage structures all the way through to the Wachusett Regional High School which, at 400,000 square feet, is the largest building in the town. There are approximately 6800 residential structures spread across the Town's 120 miles of public roads. The Inspections Division receives about 1600 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 3200 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 mandated by the Commonwealth of Massachusetts Secretary of State.

Massachusetts has adopted the 2015 International Building Code (IBC) as promulgated by the International Code Council (ICC) with Massachusetts amendments as the State Building Code. Currently the State is using the 2015 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 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 Planning and Development. The Inspections Division permits about \$31,139,000 in work annually and raises approximately \$240,000 in fees. The Inspectional Services Division has not raised its fees since 2003.

<b>DEPARTMENT</b> Inspection Revolving Fund	<b>FUNCTION</b> Inspection Services	<b>FUNCTION CODE</b> 27 Fund
<b>DEPARTMENT HEAD</b> Pamela A. Harding	<b>PREPARED BY</b> Pamela A. Harding	

**NOTES**

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
156,579	164,836	149,439	159,018	66,729	Salary & Wages	157,031	157,031
66,874	70,384	79,903	96,240	55,384	Operating Expense	135,745	105,145
<b>223,453</b>	<b>235,220</b>	<b>229,342</b>	<b>255,258</b>	<b>122,113</b>	<b>Total Budget</b>	<b>292,776</b>	<b>262,176</b>

						FINANCING PLAN		
30,620	30,348	38,795	30,000	16,585	4420	Wire Fees	30,000	30,000
61,040	56,297	65,530	45,000	28,970	4421	Plumbing/Gas Fees	45,000	45,000
104,040	122,220	148,854	110,000	85,495	4422	Building Fees	110,000	110,000
		0	0	0		Fee Increase	61,000	61,000
382	0	0	0	0	4840	Miscellaneous	0	0
196,082	208,865	253,179	185,000	131,050		TOTAL REVENUE	246,000	246,000
223,453	235,220	229,342	255,258	122,113		TOTAL EXPEND.	292,776	262,176
-27,371	-26,355	23,837	-70,258	8,937		Current Year Surplus/(Deficit)	-46,776	-16,176
255,333	227,962	201,607	225,444	225,444		Previous Balance	155,186	155,186
227,962	201,607	225,444	155,186	234,381		BALANCE	108,410	139,010

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
51,087	0	0	0	0	5110	Director	0	0
0	48,765	48,831	52,474	37,260	5111	Building Commissioner	54,340	54,340
45,047	61,611	43,838	46,544	5,354	5112	Clerical	39,691	39,691
23,310	21,455	26,000	26,000	12,320	5113	Wire Inspector	28,000	28,000
25,585	22,330	27,895	28,000	11,515	5115	Gas/Plumbing Inspector	30,000	30,000
11,550	10,675	2,875	6,000	280	5119	Building Inspector	5,000	5,000
0	0	0	0	0	5132	OT	0	0
<b>156,579</b>	<b>164,836</b>	<b>149,439</b>	<b>159,018</b>	<b>66,729</b>		<b>*Total Salary &amp; Wages*</b>	<b>157,031</b>	<b>157,031</b>
<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b># Personnel F/T (shared)</b>	<b>3</b>	<b>3</b>
<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>		<b># Personnel P/T</b>	<b>5</b>	<b>5</b>
2,258	2,152	2,067	2,500	993	5173	Medicare	2,600	2,600
68	71	81	90	47	5174	Life Insurance	95	95
15,681	21,453	30,113	32,000	15,064	5175	Health Insurance	35,000	35,000
18,750	20,200	22,500	24,000	24,000	5177	Retirement	26,000	26,000
7,400	7,400	9,000	9,000	4,500	5217	IT Indirect - GIS	9,000	9,000
0	0	0	0	0	5216 N	Accounting Indirect	0	1,200
0	0	0	0	0	5219 N	Treasurer/Collector Indirect	0	1,200
0	996	130	1,000	0	5301	Advertising	500	500
0	0	0	2,500	0	5303	Consulting Services	2,500	2,500
0	0	0	2,500	0	5307	Peer Review	3,000	3,000
13,950	9,500	7,000	8,000	7,000	5311	Software License/Support	8,000	8,000
2,834	3,359	3,359	3,800	1,357	5340	Cell Phones	3,800	3,800
0	0	0	400	0	5343	Postage	400	400
117	1,277	713	1,500	0	5421	Office Supplies	1,500	1,500
635	650	865	900	630	5509	Train/Educ/Programs	900	900
0	567	381	700	0	5510	Technical Ref Books	800	800
280	0	360	1,500	0	5582	Non Capital Equipment	1,000	1,000
0	0	0	0	0	5710 N	Vehicle Maintenance/Allowance	3,000	0
4,396	2,384	3,049	3,000	1,508	5711	Mileage Reimbursement	5,400	5,400
355	375	285	600	285	5731	Association Dues	500	500
0	0	0	250	0	5732	Publications	250	250
150	0	0	1,000	0	5733	Expense of Meetings	500	500
0	0	0	1,000	0	5794	Hardware Purchase	1,000	1,000
0	0	0	0	0	5840 N	Capital Equipment-Vehicle	30,000	0
<b>66,874</b>	<b>70,384</b>	<b>79,903</b>	<b>96,240</b>	<b>55,384</b>		<b>*Total Expenses*</b>	<b>135,745</b>	<b>105,145</b>
<b>223,453</b>	<b>235,220</b>	<b>229,342</b>	<b>255,258</b>	<b>122,113</b>		<b>*Total Budget*</b>	<b>292,776</b>	<b>262,176</b>

***CABLE REVOLVING FUND***

**HOLDEN COMMUNITY TELEVISION**

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

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

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



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

<b>NOTES</b>
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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	Estimate YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
80,757	85,332	89,431	114,294	42,215	Salary & Wages	96,411	100,030
139,646	188,907	200,323	318,038	55,719	Operating Expense	302,788	302,988
<b>220,403</b>	<b>274,239</b>	<b>289,754</b>	<b>432,332</b>	<b>97,934</b>	<b>Total Budget</b>	<b>399,199</b>	<b>403,018</b>

<b>FINANCING PLAN</b>							
313,030	279,750	287,170	250,000	257,890	Charter Access Grant	250,000	250,000
455,623	548,250	553,851	551,267	551,267	Previous Balance	368,935	368,935
0	90	0	0	0	PY Encumbrances Closed	0	0
<b>768,653</b>	<b>828,090</b>	<b>841,021</b>	<b>801,267</b>	<b>809,157</b>	<b>Total Revenue</b>	<b>618,935</b>	<b>618,935</b>
220,403	274,239	289,754	432,332	97,934	Less Expenditures	399,199	403,018
<b>548,250</b>	<b>553,851</b>	<b>551,267</b>	<b>368,935</b>	<b>711,223</b>	<b>Ending Balance</b>	<b>219,736</b>	<b>215,917</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
63,311	67,161	70,972	72,542	33,481	5110	Public Access Coord.	73,656	75,119
17,221	18,171	18,459	36,752	8,734	5119	Public Access Ass't PT	17,755	19,911
225	0	0	5,000	0	5518	Seasonal/Temp	5,000	5,000
<b>80,757</b>	<b>85,332</b>	<b>89,431</b>	<b>114,294</b>	<b>42,215</b>		<b>*Total Salary &amp; Wages*</b>	<b>96,411</b>	<b>100,030</b>
1	1	1	1	1		# Personnel F/T	1	1
1	1	2	2	2		# Personnel P/T	2	2
0	0	1	1	1		# Personnel Seasonal	1	1
351	413	552	600	546	5171	Workers Comp Ins.	600	600
1,091	1,146	1,217	1,300	623	5173	Medicare	1,350	1,350
38	38	38	38	22	5174	Life Insurance	38	38
13,326	14,181	14,952	18,000	7,977	5175	Health Insurance	17,000	17,000
10,950	13,000	13,750	15,400	14,000	5177	Regional Retirement	15,600	15,600
5,495	7,126	12,972	11,000	6,311	5212	Utilities	11,000	11,000
1,000	1,000	1,200	1,200	600	5216	Accounting Reimb	1,200	1,300
1,000	1,000	1,200	1,200	600	5219	Treas/Coll Reimb	1,200	1,300
4,546	4,249	3,155	2,000	440	5242	Equipment Maint	2,000	2,000
10,683	10,041	6,187	10,200	1,500	5243	Network Support	10,200	10,200
28,928	29,337	29,700	30,000	17,510	5270	Studio Rental	30,500	30,500
2,755	2,181	2,794	2,000	976	5272	Studio Rental Expenses	2,000	2,000
2,625	3,972	4,010	3,000	1,575	5273	Studio Cleaning	3,000	3,000
188	90	115	150	0	5343	Postage	150	150
2,950	1,052	358	1,000	148	5421	Office Supplies	1,000	1,000
0	0	1,784	300	0	5422	Printing	300	300
1,697	175	459	2,000	173	5423	Office Equipment	2,000	2,000
116	0	0	400	0	5711	Mileage	400	400
275	250	895	1,000	0	5731	Membership	1,000	1,000
40	0	60	1,000	0	5733	Expense of Meetings	1,000	1,000
1,103	1,039	1,141	1,250	1,152	5741	Property/Liability Ins.	1,250	1,250
50,489	98,617	103,784	215,000	1,566	5830	Equipment Purchase	200,000	200,000
<b>139,646</b>	<b>188,907</b>	<b>200,323</b>	<b>318,038</b>	<b>55,719</b>		<b>*Total Expense*</b>	<b>302,788</b>	<b>302,988</b>
<b>220,403</b>	<b>274,239</b>	<b>289,754</b>	<b>432,332</b>	<b>97,934</b>		<b>*Total Budget*</b>	<b>399,199</b>	<b>403,018</b>

***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.

There is a \$9,350 increase in the studio cleaning line item because the pool is included in the services.

<b>DEPARTMENT</b> Recreation	<b>FUNCTION</b> Recreation	<b>FUNCTION CODE</b> 28-550
<b>DEPARTMENT HEAD</b> Denise Morano	<b>PREPARED BY</b> Denise Morano	

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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	Estimate YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
216,307	228,641	248,392	234,326	148,874	Salary & Wages	240,608	241,448
228,753	128,084	125,409	156,770	65,121	Operating Expense	183,017	183,242
<b>445,060</b>	<b>356,725</b>	<b>373,801</b>	<b>391,096</b>	<b>213,995</b>	<b>Total Budget</b>	<b>423,625</b>	<b>424,690</b>

FINANCING PLAN							
455,169	524,022	517,290	489,596	233,731	Program Fee/Passes	498,827	498,827
16,905	20,880	20,159	20,000	14,835	Snack Bar	20,000	20,000
627,832	631,957	720,134	783,782	783,782	Previous Balance	802,282	802,282
1,099,906	1,176,859	1,257,583	1,293,378	1,032,348	Total Revenue	1,321,109	1,321,109
22,889	0	0	0	0	Transfer to IIF	0	0
0	100,000	100,000	100,000	100,000	Transfer to GF	0	0
445,060	356,725	373,801	391,096	213,995	Less Expenditures	423,625	424,690
<b>631,957</b>	<b>720,134</b>	<b>783,782</b>	<b>802,282</b>	<b>718,353</b>	<b>Balance</b>	<b>897,484</b>	<b>896,419</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
91,248	96,595	96,651	91,871	48,762	5110	Recreation Director	95,136	95,136
4,861	3,679	3,427	3,462	2,958	5111	Recreation Leader: 8%	3,311	3,311
3,939	2,718	2,630	2,845	2,839	5112	Clerical: 8%	2,995	2,995
25,000	25,000	28,000	28,000	14,000	5116	Labor	28,000	28,840
70,080	69,021	87,821	75,333	66,940	5125	Seasonal Staff	79,641	79,641
21,179	31,628	29,863	32,815	13,375	5140	Independent Contractors	31,525	31,525
216,307	228,641	248,392	234,326	148,874		*Total Salary & Wages*	240,608	241,448
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
45	45	45	45	45		# Personnel Seasonal	45	45
1,402	1,651	2,208	2,250	2,185	5171	Workers Comp Ins	2,250	2,250
5,942	6,322	6,664	7,500	3,555	5175	Health Insurance	7,500	7,500
15,000	16,500	17,820	18,000	18,000	5177	Regional Retirement	20,000	20,000
15,203	11,752	8,057	12,063	6,512	5212	Utilities	9,275	9,275
1,300	1,300	1,300	1,300	650	5216	Accounting Reimb	1,300	1,350
5,800	5,800	5,800	5,800	2,900	5219	Treas/Coll Reimb	5,800	5,975
12,189	6,603	5,277	9,396	4,834	5231	Water/Sewer	5,859	5,859
0	0	329	16,386	0	5273	Studio Cleaning	16,574	16,574
0	0	20,121	0	10,319	5303	On Line Services	0	0
909	200	7,234	500	2,473	5421	Office Supplies	500	500
13,749	20,904	0	17,000	0	5430	Holden Pool Maint	22,376	22,376
6,559	6,527	6,811	7,000	1,654	5510	Snack Bar Expense	7,000	7,000
298	359	269	300	172	5511	Committee Expense	300	300
4,874	5,377	5,888	5,125	681	5580	On Line Billing Expense	6,927	6,927
458	253	502	450	0	5581	Uniforms	400	400
4,502	4,743	2,622	3,700	1,978	5582	Program Supplies	3,956	3,956
4,413	4,156	4,564	5,000	4,608	5741	Property/Liability Ins	5,000	5,000
0	0	0	0	0	5910	Pool Debt	0	0
136,155	35,637	29,943	45,000	4,600	5830	Capital Outlay	68,000	68,000
228,753	128,084	125,409	156,770	65,121		*Total Expenses*	183,017	183,242
445,060	356,725	373,801	391,096	213,995		*Total Budget*	423,625	424,690

***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.

There is a significant increase in the health insurance due to the retirement of a staff member and the addition of a new staff person.



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

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Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	Estimate YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
202,793	214,170	211,899	214,166	98,427	Salary & Wages	216,909	216,909
93,244	95,405	111,322	109,741	68,222	Operating Expense	135,434	135,744
<b>296,037</b>	<b>309,575</b>	<b>323,221</b>	<b>323,907</b>	<b>166,649</b>	<b>Total Budget</b>	<b>352,343</b>	<b>352,653</b>

						FINANCING PLAN		
115	109	121	150	79	4280	53D Monthly Interest	125	125
294,975	308,470	328,856	317,696	172,866	4320	Program Fees	329,671	329,671
295,090	308,580	328,977	317,846	172,945		Total Revenue	329,796	329,796
296,037	309,575	323,221	323,907	166,649		Less Expenditures	352,343	352,653
-947	-995	5,756	-6,061	6,296			-22,547	-22,857
8,661	7,714	6,719	12,475	12,475		Previous Balance	6,414	6,414
7,714	6,719	12,475	6,414	18,771		Balance	-16,133	-16,443

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
36,131	38,239	39,947	39,818	14,812	5111	Recreation Leader	38,075	38,075
30,065	29,271	29,814	32,720	14,159	5112	Clerical	34,443	34,443
136,597	146,659	142,138	141,628	69,456	5125	B/A School Staff	144,391	144,391
202,793	214,170	211,899	214,166	98,427		*Total Salary & Wages*	216,909	216,909
0	0	0	0	0		# Personnel F/T	0	0
27	27	31	31	31		# Personnel P/T	31	31
9	9	9	9	9		# Personnel Seasonal	9	9
701	826	1,104	1,150	1,093	5171	Workers Comp Ins	1,150	1,150
5,273	5,453	5,719	8,000	3,466	5173	Medicare	8,000	8,000
63	75	85	76	66	5174	Life Insurance	115	115
13,486	15,463	19,107	20,000	14,686	5175	Health Insurance	36,000	36,000
15,700	17,300	18,700	18,700	18,700	5177	Regional Retirement	21,000	21,000
12,212	12,461	16,560	13,751	6,763	5212	Utilities	16,725	16,725
1,600	1,600	1,900	1,900	950	5219	Accounting Reimb	1,900	1,960
7,500	7,500	8,000	8,000	4,000	5216	Treas/Coll Reimb	8,000	8,250
2,774	3,082	6,041	5,604	4,835	5231	Water/sewer	5,962	5,962
10,422	11,507	13,327	11,600	5,582	5303	On Line Services	12,864	12,864
415	522	628	560	255	5340	Cell Phone	700	700
0	245	0	0	0	5343	Postage	0	0
772	524	464	650	367	5410	Petro	600	600
2,981	2,608	1,723	3,000	840	5421	Office Supplies	2,438	2,438
1,245	1,906	1,539	1,500	0	5422	Printing	1,735	1,735
528	0	0	0	4,224	5430	Holden Pool Maint	0	0
13,653	11,877	12,435	12,000	0	5510	Program Supplies	13,655	13,655
0	0	0	200	0	5581	Summer Uniforms	250	250
133	240	279	400	91	5711	Mileage Reimbursement	400	400
289	139	139	150	0	5731	Dues	150	150
2,207	2,078	2,282	2,500	2,304	5741	Property/Liability Ins	2,500	2,500
1,290	0	1,290	0	0	5783	After School Licenses	1,290	1,290
93,244	95,405	111,322	109,741	68,222		*Total Expenses*	135,434	135,744
296,037	309,575	323,221	323,907	166,649		*Total Budget*	352,343	352,653

***STABILIZATION FUND***

<i>Financing</i>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>
	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Requested</b>
Opening Balance	1,458,930	2,168,247	2,718,207	3,249,114	3,410,673
TRF from Free Cash	677,860	450,000	500,000	500,000	500,000
Interst Earnings	27,809	42,723	58,584	25,611	
Fair Market Value Adj	3,648	57,237	(27,677)	(14,052)	
Appropriation Into Fund					
Total Additions to Fund	709,317	549,960	530,907	511,559	500,000
<i>Expenditures</i>					
18 Industrial Drive Redevelopment				350,000	
<b>TOTALS</b>	-	-	-	<b>350,000</b>	-
Net Fund Balance	2,168,247	2,718,207	3,249,114	3,410,673	3,910,673

## TOWN OF HOLDEN

## WATER SEWER STABILIZATION FUND

## FY 2019 BUDGET

<i>Financing</i>	FY 15	FY16	FY 17	FY 18	FY 19
	Approved	Approved	Approved	Approved	Request
Opening Balance	106,413	176,087	182,551	183,502	183,713
MBTE Settlement					
Interest Earning	2,261	2,870	3,316	1,259	
Fair Market Value Adjustment	413	3,594	(2,365)	(1,048)	
Appropriation	-				
Free Cash	67,000				
Sub Total	176,087	182,551	183,502	183,713	183,713
<i>Expenditures</i>					
<i>Total Expenditures</i>	-	-	-	-	-
<i>Net Fund Balance</i>	176,087	182,551	183,502	183,713	183,713

<i>Financing</i>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Approved</b>	<b>Requested</b>
Opening Balance	414,900	573,395	597,862	40,546	264,035
Transfer from Free Cash		250,000	50,000	50,000	100,000
Transfer from Overlay Surplus					
Appropriation	191,200				
Interest Earnings	7,772	12,671	8,598	1,741	
Fair Market Value Adj	683	11,796	(15,914)	1,748	
Unspent Warrant Articles Returned	40			170,000	
Appropriation					
Sub Total	614,595	847,862	640,546	264,035	364,035
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Engine 4 Principal & Interest (5 year note FY11-FY15)	41,200				
Tower Truck Refurbishment		250,000			
Engine #2 Replacement			600,000		
<b>TOTALS</b>	<b>41,200</b>	<b>250,000</b>	<b>600,000</b>	<b>-</b>	<b>-</b>
Net Fund Balance	573,395	597,862	40,546	264,035	364,035

<i>Financing</i>	FY 17	FY 18	FY 19
	Approved	Approved	Requested
Opening Balance	0	51,673	102,515
TRF from Free Cash	50,000	50,000	50,000
**1/4 of prior year free cash**			
Interst Earnings	920	687	
Fair Market Value Adj	753	155	
Appropriation Into Fund			
Total Additions to Fund	51,673	50,842	50,000
<i>Expenditures</i>			
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Fund Balance	51,673	102,515	152,515

<i>Financing</i>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>
	<b>Approved</b>	<b>Approved</b>	<b>Requested</b>
Opening Balance	0	5,167	21,423
TRF from Free Cash	5,000	16,000	18,000
Interst Earnings	92	142	
Fair Market Value Adj	75	114	
Appropriation Into Fund			
Total Additions to Fund	5,167	16,256	18,000
<i>Expenditures</i>			
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>
Net Fund Balance	5,167	21,423	39,423



## TOWN OF HOLDEN

## DPW DEPRECIATION FUND

## FY 2019 BUDGET

<i>Financing</i>	FY15	FY16	FY17	FY18	FY19
	Approved	Approved	Approved	Approved	Requested
Opening Balance	511,390	619,741	455,323	231,404	282,453
Transfer from W/S Stabilization Fund (3/5 pmts)					
Transfer from Free Cash	50,000		50,000	50,000	100,000
Previous Interest Earnings					
Appropriation	98,300	42,400			
Interest Earnings	8,224	10,101	7,747	1,920	
Fair Market Value Adjustment	127	7,481	(9,197)	(871)	
Unspent Balance Returned					
Sub Total	668,041	679,723	503,873	282,453	382,453
<i>Expenditures</i>					
Debt Service - Dump w/Plow/Spreader	48,300	44,400	-		-
DPW Truck w/ Hook & Haul #11		180,000			
10 Wheel Dump w/ Wing Plow #12			272,469		
Truck #43 Sidewalk Tractor					150,000
<b>TOTALS</b>	<b>48,300</b>	<b>224,400</b>	<b>272,469</b>	<b>-</b>	<b>150,000</b>
Net Fund Balance	619,741	455,323	231,404	282,453	232,453

<i>Financing</i>	FY 15	FY 16	FY 17	FY 18	FY 19
	Approved	Approved	Approved	Approved	Request
Opening Balance	1,454,821	1,333,961	1,346,167	1,346,934	562
Interest Earnings	10,646	12,372	7,960	47	
Fair Market Value Adjustment	-5,120	-166	-7,193	1,235	
Senior Center/Zottoli Payback/Underground Utilities	164,000				
Pool payback (From Rec Revolving)	22,889				
Public Safety Payback	75,000				
Public Buildings Payback					
Annual Investment	159,614				
Sub Total	1,881,850	1,346,167	1,346,934	1,348,216	562
<i>Expenditures</i>					
Pool Debt	222,889				
Public Safety Facility	325,000				
18 Industrial Drive Redevelopment (11/17 STM)				1,347,654	562
TOTALS	547,889	0	0	1,347,654	562
Net Fund Balance	1,333,961	1,346,167	1,346,934	562	0



**TOWN OF HOLDEN****FY 2019 BUDGET**

	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Actual FY 2017</b>	<b>Budget FY 2018</b>	<b>December YTD</b>	<b>Request FY 2019</b>	<b>Manager FY 2019</b>
<b>HUMAN SERVICES</b>							
Veterans Benefits	47,077	93,550	66,438	74,500	31,922	79,452	79,452
Senior Citizens	247,762	262,694	253,482	271,989	126,908	280,815	280,715
<b>TOTAL</b>	<b>294,839</b>	<b>356,244</b>	<b>319,920</b>	<b>346,489</b>	<b>158,830</b>	<b>360,267</b>	<b>360,167</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 local Veterans Agent also acts as contact officer to all Veterans and their dependents with other Federal agencies, generally the Veterans Administration Office and Social Security Administration. This budget provides funding for local Veterans' programs.

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
6,200	5,768	7,269	15,000	5,972	5120	Veterans Agent	18,852	18,852
<b>6,200</b>	<b>5,768</b>	<b>7,269</b>	<b>15,000</b>	<b>5,972</b>		<b>*Total Salary &amp; Wages*</b>	<b>18,852</b>	<b>18,852</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b># Personnel F/T</b>	<b>0</b>	<b>0</b>
<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b># Personnel P/T</b>	<b>1</b>	<b>1</b>
40,377	87,691	59,134	59,000	25,917	5770	Aid & Assistance	60,000	60,000
500	43	0	500	0	5792	Veterans' Programs	500	500
0	48	35	0	33	5343	Postage	100	100
<b>40,877</b>	<b>87,782</b>	<b>59,169</b>	<b>59,500</b>	<b>25,950</b>		<b>*Total Expense*</b>	<b>60,600</b>	<b>60,600</b>
<b>47,077</b>	<b>93,550</b>	<b>66,438</b>	<b>74,500</b>	<b>31,922</b>		<b>*Total Budget*</b>	<b>79,452</b>	<b>79,452</b>

**SENIOR CITIZENS**

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

## SENIOR CITIZENS

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



## TOWN OF HOLDEN

## FY 2019 BUDGET

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
37,563	38,459	39,080	39,713	18,329	5112	Clerical	40,514	40,514
65,696	69,694	71,393	72,542	33,481	5113	Director of Senior Services	75,119	75,119
34,137	36,526	36,754	40,357	17,016	5114	Outreach Workers	41,168	41,168
16,505	16,898	17,073	17,419	8,039	5116	Program Coordinator	17,765	17,765
682	226	238	2,000	222	5118	Custodian	2,000	2,000
67,920	73,208	65,477	71,558	31,530	5119	Transportation	74,799	74,799
<b>222,503</b>	<b>235,011</b>	<b>230,015</b>	<b>243,589</b>	<b>108,617</b>		<b>*Total Salary &amp; Wages*</b>	<b>251,365</b>	<b>251,365</b>
<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		<b># Personnel F/T</b>	<b>3</b>	<b>3</b>
<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>		<b># Personnel P/T</b>	<b>8</b>	<b>8</b>

2,270	1,040	990	1,800	1,274	5242	Maint of Equipment	1,800	1,800
573	583	578	600	241	5340	Cell Phone	600	600
352	392	392	400	268	5343	Postage	450	450
8,220	6,594	6,231	7,500	4,065	5410	Petro Products	7,500	7,700
1,309	571	1,013	1,300	288	5421	Office Supplies	1,300	1,300
	2,025	0	0	0	5430	Building Maintenance	0	0
498	2,092	664	2,000	2,328	5480	Bus Maintenance	2,000	2,000
6,179	6,179	6,179	6,400	6,679	5490	Nutrition Program	6,900	6,600
962	1,055	824	1,400	273	5711	Outreach Mileage	1,400	1,400
4,896	7,152	6,596	7,000	2,875	5792	Programs	7,500	7,500
<b>25,259</b>	<b>27,683</b>	<b>23,467</b>	<b>28,400</b>	<b>18,291</b>		<b>*Total Expenses*</b>	<b>29,450</b>	<b>29,350</b>
<b>247,762</b>	<b>262,694</b>	<b>253,482</b>	<b>271,989</b>	<b>126,908</b>		<b>*Total Budget*</b>	<b>280,815</b>	<b>280,715</b>

## TOWN OF HOLDEN

## FY 2019 BUDGET

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	ASSESSMENT EDUCATION	Request FY 2019	Manager FY 2019
17,038,520	17,312,246	17,442,852	17,626,751 *	12,152,056	Wachusett Regional School District	18,233,370	18,233,370
2,861,954	3,146,256	4,691,139	5,633,755 *		Voluntary Contribution	5,859,105	5,859,105
898,257	1,344,611	1,573,421	1,884,700 *	942,350	WRSD Transportation	1,960,088	1,960,088
1,091,215	1,047,409	1,019,446	1,003,727		New High School Debt (Const)	1,003,727	1,003,727
42,020	41,643	40,875	39,878		Debt (Oil Remediation)	39,878	39,878
<b>21,931,966</b>	<b>22,892,165</b>	<b>24,767,733</b>	<b>26,188,811</b>	<b>13,094,406</b>	<b>*Total WRSD*</b>	<b>27,096,168</b>	<b>27,096,168</b>
					Vocational Education Tuition		
739,215	777,978	667,463	761,232	680,616	Montachusett Vocational	791,681	791,681
36,850	26,850	26,400	15,000	2,754	Out of District Vocational Transportation	0	0
21,094	21,094	22,149	23,000	11,075	Out of District Vocational Tuition	0	0
<b>787,159</b>	<b>825,922</b>	<b>716,012</b>	<b>799,232</b>	<b>694,445</b>	<b>*Total Vocational Tuition*</b>	<b>791,681</b>	<b>791,681</b>
<b>22,719,125</b>	<b>23,718,087</b>	<b>25,483,745</b>	<b>26,988,043</b>	<b>13,788,851</b>	<b>*Total Expenses*</b>	<b>27,887,849</b>	<b>27,887,849</b>
<b>22,719,125</b>	<b>23,718,087</b>	<b>25,483,745</b>	<b>26,988,043</b>	<b>13,788,851</b>	<b>*Total Budget*</b>	<b>27,887,849</b>	<b>27,887,849</b>

\* per revised assessment dated 6/13/17

**TOWN OF HOLDEN****FY 2019 BUDGET**

	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Actual FY 2017</b>	<b>Budget FY 2018</b>	<b>December YTD</b>	<b>Request FY 2019</b>	<b>Manager FY 2019</b>
<b>CULTURE</b>							
Gale Free Library	785,624	825,841	842,458	867,083	408,118	881,935	884,618
Historical Commission	2,806	2,814	2,296	6,700	429	6,700	6,700
<b>TOTAL</b>	<b>788,430</b>	<b>828,655</b>	<b>844,754</b>	<b>873,783</b>	<b>408,547</b>	<b>888,635</b>	<b>891,318</b>

**GALE FREE LIBRARY**

The Holden Gale Free Library provides library services to all residents of Holden and to the surrounding communities. Just as Holden residents borrow materials from other libraries, we lend our materials to other libraries as well. The Library is open 54 hours per week to service the community needs. Library Director and staff work to ensure that the library's overall program meets diverse community needs. User satisfaction, cost-effective management, friendly well-trained staff, and equitable public service policies and procedures are primary concerns. The Director recommends policies and budget to a Board of Elected 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, such as CW/MARS. Borrowing from other libraries and loaning our materials has increased dramatically over the past year. Patrons can directly place holds on items while at the library or at home via the Internet and the library's Mobile App. Downloadable books, music, and access to databases are also available in house and at home. Researching local history has become very popular and often requires assistance; our local history room provides many resources unavailable elsewhere. Two genealogy databases are very popular and accessed regularly. The library offers wireless access which increases the demand for study space and librarian's assistance.

**CHILDREN'S SERVICES**

Families and children learn and appreciate the world using the excellent and diverse collections. The welcoming and friendly children's room staff answer questions, provide reader's advisory, 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 computers and wireless access for students. The library provides special collections 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.

## TOWN OF HOLDEN

## FY 2019 BUDGET

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

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD		Object Description	Request FY 2019	Manager FY 2019
83,880	88,982	90,412	91,870	42,402	5110	Library Director	96,987	95,136
118,848	124,994	129,036	134,493	61,513	5111	Librarians Salaried	140,602	140,602
349,641	367,042	366,351	384,763	171,941	5112	Assistant Librarians	389,633	387,781
<b>552,369</b>	<b>581,018</b>	<b>585,799</b>	<b>611,126</b>	<b>275,856</b>		<b>*Total Salary &amp; Wages*</b>	<b>627,222</b>	<b>623,519</b>

7	7	7	7	7		# Personnel F/T	7	7
11	11	11	12	12		# Personnel P/T	12	12

22,427	25,289	19,283	23,063	6,899	5212	Utilities	23,000	23,000
9,131	5,025	6,950	10,396	1,106	5214	Fuel	9,000	9,000
4,993	2,990	3,099	3,570	1,316	5231	Water/Sewer	3,500	3,500
6,404	3,210	5,925	5,637	1,567	5242	Equipment Maintenance	5,600	5,600
32,664	27,444	32,737	32,832	33,720	5243	CW MARS	34,535	34,535
3,198	8,126	8,482	8,240	2,373	5247	Capital Equip. Maint	8,000	8,000
0	1,950	1,280	2,268	0	5249	Alarm/Monitor	1,500	1,500
1,368	1,234	1,233	1,530	510	5340	Cell Phone	2,295	2,295
738	547	698	500	77	5343	Postage	500	500
4,279	3,363	6,353	3,535	4,412	5421	Office Supplies	3,700	3,700
6,172	4,650	5,229	5,336	3,275	5423	Material Processing	550	550
9,873	10,486	9,166	22,340	1,675	5430	Building Maintenance	20,500	26,177
0	2,330	8,095	2,000	711	5450	Cleaning	0	0
135	337	175	250	0	5731	Association Dues	250	250
122,900	138,073	132,844	124,600	69,949	5732	Books	131,983	132,692
574	631	654	500	222	5733	Expense of Meetings	500	500
8,399	9,138	14,456	9,360	4,450	5794	Technology Equipment	9,300	9,300
<b>233,255</b>	<b>244,823</b>	<b>256,659</b>	<b>255,957</b>	<b>132,262</b>		<b>*Total Expenses*</b>	<b>254,713</b>	<b>261,099</b>
<b>785,624</b>	<b>825,841</b>	<b>842,458</b>	<b>867,083</b>	<b>408,118</b>		<b>*Total Budget*</b>	<b>881,935</b>	<b>884,618</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> Charles Skillings	

## NOTES

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	APPROPRIATION SUMMARY	Request FY 2019	Manager FY 2019
2,806	2,814	2,296	6,700	429	Operating Expense	6,700	6,700
2,806	2,814	2,296	6,700	429	*Total Budget*	6,700	6,700

Actual FY 2015	Actual FY 2016	Actual FY 2017	Budget FY 2018	December YTD	Object Description	Request FY 2019	Manager FY 2019
400	300	348	400	148	5212 Utilities	400	400
1,338	1,409	1,393	3,000	281	5214 Fuel	3,000	3,000
0	0	0	100	0	5231 Water/Sewer	100	100
823	1,072	555	3,000	0	5249 Alarm Monitor	3,000	3,000
245	33	0	200	0	5430 Miscellaneous Repairs	200	200
2,806	2,814	2,296	6,700	429	*Total Expense*	6,700	6,700
2,806	2,814	2,296	6,700	429	*Total Budget*	6,700	6,700



**CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN**

The Holden Capital Plan for FY 2019 – FY 2023 was developed by the Town Manager's Office using input from Departments. The 5-Year Capital Plan provides us with the opportunity to plan our investments in major equipment, vehicles, and infrastructure over the near term and allows us to react to changes from year to year.

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

Some of the larger projects of note in the FY 2019 Capital Budget are: final phase of the pavilion rebuilding at Trout Brook, replacement of the Building and Grounds dump truck w/ plow (#37), replacement of a Highway Dept. sidewalk snow plow (#43), the first phase of a town-wide meter replacement program, repairs to the garage floors at the Public Safety Facility, and upgrades to the Holden CATV studio cameras/ equipment.

The FY 2019 Capital Plan recommends the expenditure of \$1,302,540 in cash. There are no General Fund borrowings but \$2,497,500 from Water/ Sewer Enterprise Fund cash and borrowings are recommended. An additional \$924,170 is recommended for acquisitions to be funded from other sources such as Fire Stabilization Fund, Chapter 90 Revenue, DPW Depreciation Fund, Recreation Revolving Fund, and CATV Fund. The total investment for Capital acquisitions and improvements for FY 2019, excluding the proposed DPW Facility potential debt is \$4,724,210. This total is also supported through sources of funding other than taxpayers such as Recreation Revolving and the Holden Community Cable TV Revolving Fund.

The capital budget also contains the 5-Year History of Capital Expenditures FY14 – FY18, as voted at Town Meeting. This is informational and shows our ongoing commitment to and investments in our valuable town infrastructure, vehicles, and equipment.

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

**Town of Holden  
Five-Year Capital Plan FY2018 - FY2022**

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
FIRE	ER	CASH	Thermal Imaging Cameras (2)	\$16,500			\$16,500		\$33,000
		CASH	Jaws of Life (for Eng. #2)			\$40,000			\$40,000
		CASH	Toughbook		\$6,000		\$6,000		\$12,000
		CASH	Extrication Tool Set				\$50,000		\$50,000
		CASH	SCBA Compressor					\$60,000	\$60,000
		CASH	PPE	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
	VR	<b>BORROWING</b>	<b>Engine #3 Replacement</b>					<b>\$650,000</b>	\$650,000
		CASH	Car #1		\$50,000				\$50,000
		CASH	Car #2				\$55,000		\$55,000
		CASH	Car #3			\$55,000			\$55,000
FIRE SUB-TOTAL				\$28,500	\$68,000	\$107,000	\$139,500	\$722,000	\$1,065,000
FIRE - EMS	ER	CASH	Lucas Press (CPR)		\$15,000	\$14,000			\$29,000
		CASH	Oxygen Compressor			\$25,000			\$25,000
		CASH	Defibrillator			\$35,000		\$58,000	\$93,000
	VR	FIRE STABILIZATION	Ambulance #3			\$350,000			\$350,000
		<b>BORROWING</b>	<b>Chaffins Fire Station</b>					<b>\$1,500,000</b>	\$1,500,000
FIRE-EMS SUB-TOTAL				\$0	\$15,000	\$424,000	\$0	\$1,558,000	\$1,997,000
LIBRARY	BM	CASH	Roof Repair		\$20,000				\$20,000
		CASH	Stone Work - Walls/ Walkway	\$14,500					\$14,500
		CASH	Reading Room Furniture			\$5,000			\$5,000
		CASH	Repair Wooden Windows				\$16,500		\$16,500
LIBRARY SUB-TOTAL				\$14,500	\$20,000	\$5,000	\$16,500	\$0	\$56,000
POLICE	VR	CASH	Cruisers (2)	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
POLICE SUB-TOTAL				\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
PS FACILITY	BM	CASH	Police Garage Floor Coating	\$30,000					\$30,000
		CASH	Fire Garage Floor Coating	\$60,000					\$60,000
PSF SUB-TOTAL				\$90,000	\$0	\$0	\$0	\$0	\$90,000
POLICE/PSF				\$180,000	\$90,000	\$90,000	\$90,000	\$90,000	\$540,000
DPW ADMINISTRATION	II	<b>OTHER/ BORROWING</b>	<b>DPW FACILITY</b>	<b>\$9,000,000</b>					\$19,000,000
	VR	CASH	Truck #8 Light Duty SUV	\$15,000					
DPW ADMINISTRATION				\$15,000	\$0	\$0	\$0	\$0	\$19,015,000
DPW - ENGINEERING	II	CASH	Bridge Replacement Master Plan	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
	VR	CASH	Heavy Duty SUV, Truck #49	\$27,500					\$27,500
		CASH	Light Duty SUV, Truck #32						\$30,000
DPW ENGINEERING				\$77,500	\$50,000	\$50,000	\$80,000	\$50,000	\$157,500

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
BUILDINGS & GROUNDS	II	CASH	Pavillion Improvements-Trout Brook	\$65,000					\$75,000
		CASH	Town Hall-Starbard Restroom Imp.		\$30,000	\$30,000			\$60,000
	ER	CASH	Zero-Turn Mower	\$15,000					\$15,000
		CASH	Boom Flail Mower Head Replace	\$16,000					
		CASH	Brush Chipper		\$50,000				\$50,000
	VR	CASH	Truck #37 F550 Dump w/ Plow	\$125,000					\$125,000
		CASH	Truck #58 F350 Pickup w/Plow		\$60,000				\$60,000
		CASH	Truck #61 Challenger Road Tractor					\$150,000	\$150,000
		CASH	Truck #38 F350 w/plow and pump					\$60,000	\$60,000
		CASH	Truck #56 F550 w/sander/plow					\$120,000	\$120,000
		CASH	Truck #42 Utility Van	\$40,000					\$40,000
		CASH	Cemetery Utility 4 X 4 w/ Dump			\$20,000			\$20,000
		CASH	Cemetery Tractor/ Backhoe			\$40,000			\$40,000
		CASH	1997 Kubota Tractor with Backhoe				\$30,000		\$30,000
DPW B & G				\$261,000	\$140,000	\$90,000	\$30,000	\$330,000	\$851,000
DPW HIGHWAY	II	CASH	Traffic Signal Upgrades	\$50,000					\$50,000
		CASH	Soil Material Disposal Cemetery	\$65,000					\$65,000
		CASH	LOCAL ROADS/ SIDEWALKS	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
		STATE REIMBURSEMENT	CHAPTER 90	\$613,000	\$613,000	\$613,000	\$613,000	\$613,000	\$3,065,000
	VR	DPW DEPRECIATION	Truck #43 sidewalk tractor/snow	\$150,000					\$150,000
		CASH	Truck #6 F350 Truck w/ Plow	\$50,000					\$50,000
		CASH	Mini-Excavator	\$80,000					\$80,000
		CASH	8-ton Split Tilt Trailer	\$15,000					\$15,000
		CASH	C.B. Cleaner #35-Equip. Repl.				\$275,000		\$275,000
		CASH	Hook & Haul Water Tank	\$30,000					\$30,000
		CASH	Truck #33 Street Sweeper		\$190,000				\$190,000
		CASH	Truck # 62 F350 w/ dump&plow					\$65,000	\$65,000
		CASH	Truck #10 F350 Truck w/ Plow		\$60,000				\$60,000
		<b>BORROWING</b>	<b>Truck #55 Rubber Tire Excavator</b>			\$250,000			\$250,000
	NEW	DPW DEPRECIATION	Truck #18 F 550 w/ Dump & Plow					\$125,000	\$125,000
	ER	CASH	Air Compressor			\$25,000			\$25,000
		CASH	Electronic Message Board (50%)				\$12,000		\$12,000
		CASH	3-5 Ton Roller					\$40,000	\$40,000
		NEW	CASH	Heavy Duty Dump Truck			\$200,000		
CASH	Vibratory Plate Compactor		\$10,000					\$10,000	
DPW HIGHWAY				\$1,388,000	\$1,188,000	\$1,413,000	\$1,225,000	\$1,168,000	\$6,382,000
DPW MECHANICS	VR	CASH	Truck #45 F350 w/plow					\$60,000	\$60,000
DPW MECHANICS				\$0	\$0	\$0	\$0	\$60,000	\$60,000
DPW SUBTOTAL				\$1,741,500	\$1,378,000	\$1,553,000	\$1,335,000	\$1,608,000	\$7,615,500

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
DPW WATER/SEWER	II	BORROWING	Water Main Replacement	\$700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,700,000
		BORROWING	Inflow/Infiltration Removal	\$90,000	\$950,000	\$190,000	\$200,000	\$100,000	\$1,530,000
		BORROWING	Jefferson Water Tank Rehab	\$75,000	\$1,265,000				\$1,340,000
		BORROWING	Town Wide Meter Replacement	\$1,000,000	\$1,000,000				\$2,000,000
		WATER/SEWER	Water Sewer Growth Study Pt 2	\$75,000					\$75,000
		WATER/SEWER	Large Meter Replacement	\$75,000					\$75,000
		WATER/SEWER	Main St Sewer Pump Rehab					\$50,000	\$50,000
		WATER/SEWER	Gail Dr Sewer Pump Station Rehab			\$40,000	\$200,000		\$240,000
		WATER/SEWER	Wagner Meadows Pump Upgrades	\$30,000					\$30,000
		BORROWING	SCADA Planning, Design, Impl.	\$400,000	\$400,000	\$200,000			\$1,000,000
		BORROWING	Industrial Dr Sewer Pump Sta.		\$60,000	\$350,000			\$410,000
		BORROWING	Spring St. Water Plant			\$75,000	\$2,000,000		\$2,075,000
		BORROWING	Steele St.Tank Painting		\$75,000	\$900,000			\$975,000
		WATER/SEWER	VR	WATER/SEWER	Truck #8 Light Duty SUV	\$15,000			
WATER/SEWER	Light Duty SUV, Truck #80						\$30,000		\$30,000
WATER/SEWER	Truck #2							\$60,000	\$60,000
WATER/SEWER	Truck #49 Engineering/Plow SUV			\$27,500					\$27,500
WATER/SEWER	Zero-Turn Mower			\$10,000	\$10,000				\$20,000
WATER/SEWER	Truck #2 F350 w/ Plow							\$60,000	\$60,000
WATER/SEWER	Truck #50, F350 W/S and plow							\$60,000	\$60,000
WATER/SEWER	Truck #5 F550 w/ Crane, Plow							\$130,000	\$130,000
WATER/SEWER	Truck #3 F350 Pickup w/ Plow						\$60,000		\$60,000
WATER/SEWER	Electronic Message Board (50%)						\$12,000		\$12,000
DPW WATER/SEWER				\$2,497,500	\$4,760,000	\$2,755,000	\$3,502,000	\$1,460,000	\$14,124,000
RECREATION	II	RECREATION	Recreation Downstairs -Reception		\$40,000				\$40,000
		RECREATION	Recreation Downstairs-Range				\$30,000		\$30,000
	PM	RECREATION	Dawson Court Maintenance		\$40,000				\$40,000
		RECREATION	Court Maintenance HMLD				\$15,000		\$15,000
		RECREATION	Recreation Downstairs - Range				\$30,000		\$30,000
		RECREATION	Tennis Backboard	\$8,000					\$8,000
		RECREATION	Lap Pool Replace Caulking	\$15,000					\$15,000
		RECREATION	Davis Hill Soccer Field #2	\$35,000					\$35,000
		RECREATION	Bubar Infield Renewal			\$30,000			\$30,000
		RECREATION	Light Dept Basketball Court			\$12,000			\$12,000
		RECREATION	Light Dept Playground					\$40,000	\$40,000
		RECREATION	Playground Surfaces/ Equipment		\$15,000				\$15,000
		RECREATION	Davis Hill #1 Soccer Field Rehab.				\$35,000		\$35,000
		RECREATION	Soccer Field Restoration					\$35,000	\$35,000
RECREATION				\$58,000	\$95,000	\$42,000	\$110,000	\$75,000	\$380,000

DEPARTMENT	PROG	SOURCE OF FUNDS	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
SENIOR CENTER	ER	CASH	Replace AC Units (3)			\$30,000	\$30,000		\$60,000
	BM	CASH	Painting Interior					\$10,000	\$10,000
		CASH	Roof Repair	\$50,000					\$50,000
	VR	CASH	Town COA Van (30%)		\$50,000				\$50,000
SENIOR CENTER				\$50,000	\$50,000	\$30,000	\$30,000	\$10,000	\$170,000
TOWN CLERK	ER	CASH	Poll Pads	\$11,040					\$11,040
TOWN CLERK				\$11,040	\$0	\$0	\$0	\$0	\$11,040
ASSESSOR	ER	CASH	Viision Upgrade	\$25,000					\$25,000
ASSESSOR				\$25,000					\$25,000
TOWN MANAGER - IT	ER	CASH	Hardware Updates	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
TOWN MANAGER- IT				\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
CATV	ER	CATV	CATV Studio Camera Upgrade	\$99,170	\$55,000	\$55,000	\$55,000	\$55,000	\$319,170
		CATV	Memorial Hall Lighting	\$4,000					
CATV				\$103,170	\$99,170	\$55,000	\$55,000	\$55,000	\$367,340
Grand Total				\$4,724,210	\$6,590,170	\$5,076,000	\$5,293,000	\$5,593,000	\$27,276,380

KEY:

BM - BUILDING MAINTENANCE

ER - EQUIPMENT/ REPLACEMENT/UPGRADES

II - INFRASTRUCTURE IMPROVEMENTS

MR - MAJOR REPAIRS

PM - PARK/REC MAINTENANCE

VR - VEHICLE REPLACEMENT

SUMMARY	FY	FY	FY	FY	FY	
FUNDING SOURCE	2019	2020	2021	2022	2023	Grand Total
BOND - GENERAL FUND	\$0	\$0	\$250,000	\$0	\$650,000	\$900,000
CASH APPROPRIATION	\$1,302,540	\$1,023,000	\$1,011,000	\$1,013,000	\$1,115,000	\$5,464,540
DPW FACILITY	\$9,000,000	\$9,000,000				\$18,000,000
CHAFFINS FIRE STATION	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000
OTHER - CH 90/REC/CATV	\$774,170	\$807,170	\$710,000	\$778,000	\$743,000	\$3,812,340
OTHER - FIRE STBL/DPW DEPR	\$150,000	\$0	\$350,000	\$0	\$125,000	\$625,000
Sub-Total w/out DPW Facility	\$2,226,710	\$1,830,170	\$2,321,000	\$1,791,000	\$2,633,000	\$10,801,880
BOND - W/S	\$2,100,000	\$4,615,000	\$2,450,000	\$3,000,000	\$1,000,000	\$13,165,000
CASH - W/S	\$397,500	\$145,000	\$305,000	\$502,000	\$460,000	\$1,809,500
WS Sub-Total	\$2,497,500	\$4,760,000	\$2,755,000	\$3,502,000	\$1,460,000	\$14,974,500
Grand Total w/out DPW Facility/Chaffins	\$4,724,210	\$6,590,170	\$5,076,000	\$5,293,000	\$4,093,000	\$25,776,380
GRAND TOTAL	\$13,724,210	\$15,590,170	\$5,076,000	\$5,293,000	\$5,593,000	\$27,276,380

**Town of Holden**  
**Five Year Capital Budget History -- 2014 - 2018**  
**(As Voted at Town Meeting)**

DEPARTMENT	EXPENDITURE	2014	2015	2016	2017	2018	GRAND TOTAL
<b>FIRE</b>							
	Traffic Light System		\$64,000				\$64,000
	Portable Radio Upgrades			\$100,000			\$100,000
	Tower Truck Refurbishment			\$250,000			\$250,000
	Hose 5,300 ft. - 4"				\$32,000		\$32,000
	Tough Book/ Doc (2)			\$5,000			\$5,000
	PPE	\$12,000	\$12,000	\$12,000	\$12,000	\$25,000	\$73,000
	SCBA Bottles	\$26,000					\$26,000
	USB Batteries		\$10,000				\$10,000
	Engine #2 Replacement				\$600,000		\$600,000
	Squad Car		\$150,000				\$150,000
	Car #2	\$45,000					\$45,000
<b>EMS</b>							
	Defibrillator				\$58,000		\$58,000
	Lucas Press (CPR)	\$13,000		\$13,000			\$26,000
	Video Laryngoscopes				\$10,000		\$10,000
	Infusion Pumps				\$16,000		\$16,000
	Ambulance		\$250,000			\$300,000	\$550,000
	Fire & EMS Sub-Total	\$96,000	\$486,000	\$380,000	\$728,000	\$325,000	\$2,015,000
<b>HISTORIC DISTRICT</b>							
HDC	Historic District Signs	\$7,500					\$7,500
<b>LIBRARY</b>							
	Replacement of Light Fixtures				\$60,000		\$60,000
	Parking Lot Improvements		\$42,000				\$42,000
	Reference/ Computer Furniture			\$24,000			\$24,000
	Roof Repair	\$31,000					\$31,000
	Library Subtotal	\$31,000	\$42,000	\$24,000	\$60,000	\$0	\$157,000
<b>POLICE</b>							
	Cruisers	\$68,000	\$70,000	\$74,000	\$74,000	\$84,000	\$370,000
	SUV Truck #11				\$31,000		\$31,000
	Protective Vests				\$25,000		\$25,000
	Police Sub-Total	\$68,000	\$70,000	\$74,000	\$130,000	\$84,000	\$426,000
<b>PUBLIC WORKS</b>							
ADMIN.	1420 Main St. Parking Lot (50%)			\$30,000			\$30,000
	TH/ Starbard Parking Lot		\$140,000				\$140,000
	Road Sensor/ Salt Spreader			\$15,000			\$15,000

DEPARTMENT	EXPENDITURE	2014	2015	2016	2017	2018	GRAND TOTAL
ENGINEERING	Reservoir Culvert Design		\$15,000				\$15,000
	GIS Updates		\$15,000				\$15,000
HIGHWAY	Traffic Signal Upgrades				\$60,000	\$50,000	\$110,000
	Portable Electronic Sign (50%)		\$7,500				\$7,500
	Sidewalk / Trench Paver			\$35,000			\$35,000
	Heavy Duty Trailer		\$10,000				\$10,000
	Sidewalk Plow/ Blower	\$135,000				\$85,000	\$220,000
	Skid Steer w/ Attachments		\$75,000				\$75,000
	Truck/ Hook & Haul #11			\$180,000			\$180,000
	Asphalt Reheater/ Trailer (50%)			\$22,500			\$22,500
	Wyoming Drive Culvert			\$50,000	\$200,000		\$250,000
	LOCAL ROADS/ SIDEWALKS	\$250,000	\$250,000	\$300,000	\$325,000	\$325,000	\$1,450,000
	CHAPTER 90	\$592,000	\$613,849	\$613,121	\$613,000	\$613,423	\$3,045,393
	1-Ton Roller					\$20,000	\$20,000
	Sidewalk Paving Materials			\$25,000			\$25,000
	Loader w/ Wing Plow		\$250,000				\$250,000
	1-Ton Dump w/ Plow		\$100,000				\$100,000
	Loader w/ Wing Plow					\$270,000	\$270,000
	Street Sweeper #47			\$190,000			\$190,000
	Dump w/ Plow	\$100,000					\$100,000
	Pick-Up w/ Plow	\$50,000					\$50,000
	F350 w/ Fuel Tank					\$110,000	\$110,000
	10-Wheel Dump w/ Wing Plow #12				\$280,000		\$280,000
MECHANICS	Truck w/ Plow	\$50,000					\$50,000
BUILDINGS & GROUND	Starbard/ TH Exterior Paint			\$60,000			\$60,000
	Town Hall Entry Doors		\$10,000				\$10,000
	Convert Town Buildings to Gas	\$63,000					\$63,000
	Trout Brook Pavillion Upgrades					\$18,000	\$18,000
	Infield Groomer w/ Trailer			\$25,000			\$25,000
	Boom-Head Mower	\$13,500					\$13,500
	Tractor/ Mower		\$15,000			\$15,000	\$30,000
	Dump w/ Plow		\$170,000				\$170,000
	1-Ton Dump w/ Plow		\$100,000				\$100,000
	Pick-Up w/ Plow	\$50,000					\$50,000
	F350 Utility Body w/ Plow					\$70,000	\$70,000
	Truck w/ Wing/ Spreader	\$250,000					\$250,000
	DPW Sub-Total	\$1,553,500	\$1,771,349	\$1,545,621	\$1,478,000	\$1,576,423	\$7,924,893

DEPARTMENT	EXPENDITURE	2014	2015	2016	2017	2018	GRAND TOTAL
DPW WATER/ SEWER							
	Portable Electronic Sign (50%)		\$7,500				\$7,500
	Sewer SCADA Upgrade		\$150,000				\$150,000
	SCADA Planning/Design					\$150,000	\$150,000
	Asphalt Reheater/ Trailer (50%)			\$22,500	\$60,000		\$82,500
	Water Main Replacement	\$225,000	\$600,000	\$1,600,000	\$850,000	\$825,000	\$4,100,000
	Inflow/Infiltration Removal	\$50,000	\$150,000	\$240,000	\$365,000	\$170,000	\$975,000
	Sewer Pump Stations	\$50,000					\$50,000
	Heritage Lane Sewer Pump Station					\$840,000	\$840,000
	Water System Master Plan					\$100,000	\$100,000
	Spring Street Building	\$45,000					\$45,000
	Lincoln/ Jefferson Pump Sta			\$270,000	\$350,000		\$620,000
	Sycamore Dr. Booster Station			\$35,000			\$35,000
	Sycamore Dr. Pump Station					280000	\$280,000
	Princeton St.Sewer Pump Sta				\$280,000		\$280,000
	Avery Heights Tank Painting	\$525,000	\$550,000				\$1,075,000
	Large Meter Replacement					\$75,000	\$75,000
	Dump w/ Plow		\$90,000	70,000			\$160,000
	Dump w/ Plow #60			\$220,000			\$220,000
	Sidewalk Plow/ Blower					\$85,000	\$85,000
	Landscape Trailer					\$15,000	\$15,000
	Utility Truck w/ Pole and Crane	\$120,000					\$120,000
	F350 w/ Plow #4				\$105,000		\$105,000
	Water/ Sewer Subtotal	\$1,015,000	\$1,547,500	\$2,457,500	\$2,010,000	\$2,540,000	\$9,570,000
RECREATION							
	1420 Main St. Parking Lot (50%)			\$30,000			\$30,000
	Furnishings - Office/ Studio			\$15,000			\$15,000
	Pool Vacuum	\$8,000					\$8,000
	Backstop -- Jefferson				\$15,000		\$15,000
	Field Maintenance	\$15,000					\$15,000
	Upgrade PD Sta for Rec Use		\$100,000				\$100,000
	Trout Brook Pavillion	\$25,000					\$25,000
	Court Maintenance		\$20,000	\$15,000	\$25,000	\$30,000	\$90,000
	Playground Surfaces/ Equipment		\$10,000		\$15,000		\$25,000
	Lap Pool Re-Caulking	\$8,000				\$15,000	\$23,000
	Recreation Subtotal	\$56,000	\$130,000	\$60,000	\$55,000	\$45,000	\$346,000



DEPARTMENT	EXPENDITURE	2014	2015	2016	2017	2018	GRAND TOTAL
SENIOR CENTER							
	Carpeting				\$20,000		\$20,000
	Interior Painting		\$14,000				\$14,000
	Replace Chairs	\$6,250					\$6,250
	Kitchen Refrigerator/Stove			\$14,500		\$10,000	\$24,500
	Roof Replacement/ Repairs		\$6,000		\$35,000	\$55,000	\$96,000
	Senior Center Subtotal	\$6,250	\$20,000	\$14,500	\$55,000	\$65,000	\$160,750
TOWN CLERK							
	Voting Equipment				\$49,000		\$49,000
TOWN MANAGER - IT							
	Hardware Updates			\$25,000	\$25,000	\$15,000	\$65,000
	Upgrade wireless system		\$6,000				\$6,000
	Upgrade wiring/ electrical systems		\$4,000				\$4,000
	SAN Upgrade	\$20,310			\$37,000		\$57,310
	TM Sub-Total	\$20,310	\$10,000	\$25,000	\$62,000	\$15,000	\$132,310
HOLDEN COMMUNITY TV							
	CATV Studio Camera Upgrade		\$110,000	\$100,000	\$25,000	\$95,000	\$330,000
	Remote Studio/ Upgrades				\$100,000	\$120,000	\$220,000
	CATV Subtotal	\$0	\$110,000	\$100,000	\$125,000	\$215,000	\$550,000
Grand Total		\$2,853,560	\$4,186,849	\$4,680,621	\$4,752,000	\$4,865,423	\$21,289,453