

Town of Holden • Massachusetts



FY 2024 BUDGET

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FY 2024
BUDGET CALENDAR

Department Capital Budget Submission	November 4, 2022
Departments Submit Operating Budgets	November 18, 2022
Town Manager Review with Dept. Heads	December 5– January 6, 2023
Budget Production	January 9 - February 6, 2023
Budget Submission	February 10, 2023
Finance Committee Budget Review	February 15 - March 31, 2023
Last Day to Submit Warrant Articles (45 days before ATM)	Friday, March 31, 2023
Selectmen Set Warrant for Annual Town Meeting and Ballot Question(s) (35 days before ATE)	Monday, April 3, 2023
Post Warrant for Annual Town Meeting	Monday, May 1, 2023
Town Reports Available	Monday, May 8, 2023
Annual Town Election	Monday, May 8, 2023
Adjourned Annual Town Meeting	Monday, May 15, 2023



Peter M. Lukes
Town Manager

Town of Holden MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

February 15, 2023

TO THE MEMBERS OF THE FINANCE COMMITTEE AND BOARD OF SELECTMEN FY 2024 BUDGET MESSAGE & BUDGET OVERVIEW

Submitted herein are the Fiscal Year 2024 Operating and Capital Budgets and Budget Overview for the Town of Holden. Within this document and through the Town Manager's presentations to the Finance Committee over the next couple of months, we intend to present our financial accomplishments as a town, along with our path forward in terms of priorities and needs. Municipal budget creation is no small task, taking up a great deal of time and focus from the Town Manager's office, various municipal departments, and the Finance Committee. Holden has traditionally engaged in conservative, sound municipal budgeting. Preparation of this budget, and review of this budget by the Finance Committee has often encompassed a large amount of "wait and see" due to the eventual presentation of the Wachusett Regional School District Budget. The School Budget accounts for more than 61% of operational spending. The Town Manager and the Finance Committee have no control of or input regarding the school assessment. As of this writing, we are not completely certain what the year-over-year increase from the Wachusett Regional School District will be, or the final amount of state assistance that may be granted to either the schools or the municipalities.

Our initial projections regarding both, however, do not present us with an ability to balance our budget based on the maximum tax revenue that the town can generate without a Proposition 2 ½ override. In past years, the Town Manager's office and our Department Heads have worked toward level funded operational costs to propose spending that would provide the services Holden residents have come to expect, while making our best efforts to minimize increases to spending. In FY 24, due to inflationary burdens that are nation-wide and dramatically impacting our cost of doing business, along with the massive increase expected from the school district, we have virtually no ability to balance the budget under the legal restrictions of Proposition 2 ½. This budget represents our collective work to craft over \$70 million

in spending that contains approximately one million dollars in increase to municipal expenditures while attempting to meet what is expected to be a multi-million dollar increase in the school assessment.

OVERVIEW

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.

Utilizing this formula, our total allowable Proposition 2 ½ increase next year would be \$1,116,363 plus \$400,000 in (estimated) new growth. For FY 2024, the total allowable Tax Levy based on Proposition 2 ½ is estimated to be \$51,100,211 (including debt excluded revenue). The increase to the average taxpayer under the budget structure as proposed would be \$379.73, with an average annual tax bill of \$7,013. The tax rate would be \$15.85 per thousand dollars of assessed valuation, an increase of \$0.86 over the FY 23 recap. This is an estimated rate and subject to change. The actual rate will be established once the Budget is approved at Town Meeting, four out of five towns vote favorably for 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 in November of 2023. The average home value for FY24 as estimated in the Resource Profile (based on the FY 23 recap) would be \$442,480 representing approximately 15% increase over the values certified in FY22.

Free Cash was certified in January at \$5,093,368. We are proposing to apply 50% of that amount (\$2,546,684) to offset the expenses of this budget. One hundred and fifty thousand dollars (\$150,000) goes to General Stabilization, \$254,668 to OPEB, \$50,000 to DPW Depreciation Fund, and \$1,421,182 would be applied to the General Fund portion of the FY 2024 Capital Improvement Program. We also propose spending \$670,834 of Free Cash to reduce the tax rate, a reduction of 43% from the FY 23 appropriation. This would will leave a balance in Free Cash of \$2,546,684.

HIGHLIGHTS

The Resource Profile is a summary of the FY 2024 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 \$62,425,202, plus another \$11,492,977 in restricted expenditures. The total of our combined budgets results in spending of \$73,918,179. Also included in this document is a Five-Year Financial Plan.

Capital Spending Requests – Capital equipment purchases that involve any level of microprocessors have been severely delayed due to supply chain failures nation-wide. Market analysts predict a continued shortage for the next 12-24 months if not longer. The Town does require replacement vehicles as per our usual schedules, and we have submitted appropriations for replacement of existing vehicles accordingly, with the anticipation that the Town should stake our place in line once vehicles become available again. It is also prudent to “lock in” current prices with inflationary prices showing no slowdown either in the near future. Faced with the desire to minimize increases in our operational budget, we have focused on utilizing Free Cash for our capital appropriations, as per the Town’s past practice. These are essentially one-time purchases or cyclical purchases of goods that last for 5-10 years, through the use of one-time current funds (Free Cash). Vehicles, engineering or planning studies and reports, real property improvements, and mechanical equipment are all included in this category. The town will make strategic use of American Rescue Plan Act funds over the course of the next year to provide needed cash for capital investments in our buildings, open space/recreation facilities, and engineering/architectural/feasibility plans or studies as needed. The Town’s municipal spending is proposed to increase by \$1.02 million in FY 24. The capital budget recommendation comprises about \$176,000 of that increase. This budget further recommends that the entirety of the capital expenses be paid from available Free Cash, following Holden’s long standing policy.

Wage Adjustments – A two percent wage adjustment (sometimes referred to as the Cost of Living Adjustment) has been agreed in all settled collective bargaining agreements and as per usual the same will be granted to non-union employees. Settled contracts with the DPW and Senior Patrol Officers collective bargaining units in the last year resulted in overall wage increases for those units in FY 24. Increased expenses in the Recreation Department are largely due to higher wages that have been required across all Recreation employees in light of changes to the job market and a national shortage of lifeguards. After engaging a consulting firm to produce a wage study for Holden Department Heads, several positions were determined to be below market rate, and those positions have been brought to a salary level that reflects the mean of their positions within the market of similar municipalities. The Town believes that these are fair adjustments considering the skyrocketing level of national inflation.

Restricted Expenditures – Water Sewer expenses are notably decreased by \$1.5 million as a result of the Town's successful litigation against the City of Worcester for unjust enrichment. The Town has based the figure on court proceedings from expert witnesses as to the fair amount that Holden should be paying for sewer transport costs to the Blackstone Water Treatment Facility. There is no increase proposed to Water Sewer rates in FY 24, but the Town does need to proceed with caution with Water Sewer finances while any appeal of the jury award is ongoing.

General Government – The largest increase of any departmental subject area comes under General Government in FY 24, at an increase of \$405,073. While the actual operating budgets of General Government have decreased slightly overall, Retirement and Insurance costs have increased by over \$406,000, thereby encompassing the entire increase in the General Government category.

Human Services – There is a reduction in the Human Services budget due primarily to lower salaries based on long-term employees retiring and new employees being hired at the entry level salary, along with a small reduction in case work from Veterans Affairs.

Stabilization Funds – With the exception of the DPW Depreciation Fund, this budget does not propose contributions to any stabilization or depreciation funds other than the General Stabilization Fund. We propose a \$50,000 contribution to the DPW Depreciation Fund based on their five year capital spending plan and \$150,000 to General Stabilization for the sole purpose of maintaining Holden's traditional practice and the suggestion of the Finance Committee. Other stabilization accounts are adequately funded in terms of immediate spending needs along with projected purchases in the near future.

Fire Stabilization Fund - Holden purchased a new ambulance in FY 21. We have maintained a three year rotation in which we purchase a new ambulance to replace the oldest of the three that we operate (a nine year life cycle per ambulance). Our normal rotation would have required the purchase of another ambulance in FY 24, but the town encumbered ARPA funds to submit a purchase order prior to the start of FY 23 for two reasons: 1) the ambulance that is due for replacement has faced multiple mechanical issues over the last two years and has had to be taken off the road several times for repairs, 2) due to national supply chain shortages, the current wait for delivery of a new ambulance can be anywhere from one to two years after the order is placed. Although we placed our order in January of 2023, we have been informed that the ambulance is nowhere near completion and could arrive as late as summer 2024. The next ambulance in the rotation would be included in the FY 27 budget, and the town will re-evaluate our ambulance purchase or repair options over the next year.

Reserves – For several years, the Town has made contributions to address our Other Post Employment Benefits (OPEB) liability, establish an appropriate level of financial reserves, and strategically utilized Free Cash. This Budget is once again consistent with these practices. We are contributing a total of \$254,668 to the OPEB Trust Fund based on suggested targets from the Finance Committee. HMLD no longer contributes to the OPEB fund because their share of the liability is now fully funded and will continue to fund itself through employee contributions. \$150,000 is being added to the General Stabilization Fund, which is consistent with more recent years due to both the health of our General Stabilization balance and a lack of extra financial resources in FY 24. Another \$2,092,016 of Free Cash will be applied to other Stabilization Funds and the Capital Budget. The recommendations in this document devote a total of 50% of Free

Cash to offset the overall budget in FY 2024. While the proposal for capital spending has increased over FY 24, the assignment of Free Cash to offset the tax rate has been reduced, thereby resulting in the same overall percentage for use of Free Cash. Best practices require that the use of non-recurring revenue (such as Free Cash) should be dedicated to non-operational expenses. In addition to best practice, the delivery of capital equipment is seriously delayed due to supply chain shortages, and the Town is planning for purchases that otherwise might have been requested a year or two in the future in order to maintain our schedule. The combined balance in our General Stabilization Fund of approximately \$5,078,403 along with unappropriated Free Cash of \$2,546,684 results in reserves of approximately \$7,625,087.

REVENUES

The FY 2024 Budget estimates total General Fund revenue at \$62,426,202, excluding our special funds. Of this amount, 79.8% or \$45,872,478 is derived from the Tax Levy; State Cherry Sheet revenue is estimated to be level funded at \$2,438,007 or 4.2%. We have estimated a level funding from last fiscal year in unrestricted state aid. The state legislature will not vote on the final amount until much later in the budget season. The amount of \$6,320,762 is expected from Local Receipts representing 11%, with \$2,865,631 from Free Cash and other Intra-Government Transfers, or 5%, and \$4,929,324 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 2024 proposed budget accounts for an increase of 4.19% over last fiscal year's final WRSD assessment. Total Educational expenses reflected in this budget amount to \$35,368,446 (not including debt) and comprise 56.7% of our total budget. This estimate reflects what the Town could conceivably afford without a Proposition 2 ½ override, but is very unlikely to reflect the final assessment. The Town Administrators from the district towns have collectively notified the WRSD that each can individually afford to pay for an assessment that is 4% over FY 23. An assessment beyond that amount will trigger the need for a Proposition 2 ½ override in each of the member towns. The \$35,368,446 represents an increase of \$1,378,125..

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 fourth category 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. All of the predictions for these line items could change based on both the Legislature's final budget and the WRSD final budget which may be reduced due to inability of district towns to raise the revenue to meet their assessment.

At the time of this writing, there has been no budget presented nor do we have any estimates from the WRSD. In light of several financial factors that we are aware of from the WRSD, we believe that Holden and the other member towns can expect an assessment greater than 4.19%. It seems unlikely that there will be enough room in Holden's budget for cuts that would make up the difference for anything over a 5% increase in the school assessment. Therefore Holden too will likely face a Prop 2 ½ override or in the alternate we would be relegated to the options of reducing our workforce, reducing business hours, or gutting our capital budget.

Municipal Budget. After Education, the Municipal Budget represents the next largest portion of expenditures (34%). 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 \$21,211,870- an increase of 5% compared to last year. Nearly 40% of that increase is due to 10% increases in retirement and insurance costs which are mandatory and beyond our control. About 17% of that increase comes from Capital expenditures, which are paid for with the one-time revenue of our Free Cash. Free Cash is not static and therefore it is not a dependable source of revenue from year to year. This is why we avoid spending Free Cash on operational costs such as salaries for employees or recurring expenses such as insurance or retirement. Other expenditures such as transfers to General Stabilization, other reserve funds, OPEB, and Overlay total \$840,833, which represents a 4.2% cut from FY 23 recapitulation. Debt Excluded Expenditures are \$5,005,053 or 8% of the General Fund Expenditures.

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 three Revolving Funds: Recreation, Inspections, and Community Television.

Recreation Revolving Fund

The Recreation Department has experienced large scale changes over the last two years. Significant structural changes to the staff roles and responsibilities have taken effect as well as programmatic changes that are still evolving. The nationwide shortage of lifeguards along with general labor market issues forced increases in the salary levels across the board. Budgeting between what was formerly two separate funds has been combined into one Recreation Fund after a warrant at 2022 Town Meeting was passed. As such, the FY 24 budget reflects a much more accurate and transparent picture of revenue and expenses. Covid closures and ARPA grants that were specific to Before/After Care skewed much

of the Recreation revenue and expense in fiscal years 2020-2022 but as we progress with more normalized programming, a clear picture of trends and projections will emerge.

As of this writing, the pool fees for FY 24 have not been voted by the Board of Selectmen, but the remaining fee structure is in place. The Recreation Department will expect to break even in FY 24, with the use of what is expected to be \$20,000 in reserves to subsidize pool revenue, along with \$50,000 from reserves to pay for part of the debt service on the new Dawson Recreational Complex. Pool fees are expected to increase but remain competitive with surrounding and comparable pool fees. Before and After Care fees are also increasing but these fees had been well below market for many years and are just now catching up to market rate.

Water Sewer Enterprise Fund

The FY 24 Water Sewer Enterprise Fund budget is more static than it has been in recent years. The finances of the Water Sewer Fund are in a state of limbo due to the successful jury award in the Department's lawsuit against DCR and the City of Worcester for unjust enrichment as a result of exorbitant fees being charged by Worcester. The jury award will be appealed by the City of Worcester but the appeal will not stay the execution of the jury decision, which means that the matter is still somewhat undecided although Holden is in a much better position as the awardee and for the time being the Town is planning to pay only what the experts at trial deemed to be a fair payment to Worcester for use of the sewer line to the Blackstone Sewer Treatment Facility. There is no fee increase being proposed by Water Sewer for FY 24.

Solid Waste/ Recycling Fund

The Town of Holden has renewed our contract with Casella for trash and recycling. Currently, the recycling market has stabilized, but remains incredibly volatile for the future. The recycling market is not particularly favorable for customers such as a municipality like Holden. Due to the difficulty in predicting what the future holds for overseas markets and recycling in general, Solid Waste and Recycling will propose a modest increase in fees and will be asking the Board of Selectmen to be cognizant of a possible request for a fee increase mid-year if markets tumble for the worst. If there is an upturn in the forecast or if markets become more favorable to the customer, any savings generated in the Solid Waste/Recycling fund will be held in reserves in order to keep rates stable during unfavorable future fluctuations.

Inspections

Single family home construction has slowly begun to bounce back after the Covid slowdown. Other construction such as condo and renovation have fueled our revenue in new growth and Inspections and we anticipate a stronger showing over the next twelve months as some of the developments come on line (large and small).

CONCLUSION

The attached proposed FY 24 budget represents a general pause in expansion of services or programs. We anticipate a “corrective” year for the Wachusett Regional School District and accordingly, the municipal budgeting took a tentative approach. The national economy is unstable, inflationary and experiencing a supply chain slowdown the likes of which this nation has not experienced since World War II. These factors have impeded the functions of municipal governments across the country and Holden is no different. Economic uncertainty combined with a weak job market have contributed further to an FY 24 budget that seeks only minor expansions or modernizations.

In spite of many obstacles beyond our control, Holden continues to enjoy exceptional financial reserves. Additionally, Holden continues to expand our success in receiving grant awards from state and federal sources, which help to fund our infrastructure improvements along with paying for engineering and design plans for future projects, allowing those project to continue their march forward. Without the significant outside sources of funding that the Town has been able to acquire over the last few years, the cost for these projects would have otherwise required the use of Reserves, General Revenue or Debt.

Due to the long term strength of our finances, the Town’s credit rating has held steady with Standard and Poors AA+ rating, along with Moody’s Municipal Credit Rating of AA1. Strong credit ratings combined with excellent timing on our borrowing along with strategic investing has and will continue to save taxpayers money in the long term.

Once again, 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 maintain to the Town of Holden. Special thanks go to Lori Rose, Town Accountant, for her expertise and good counsel, and to Abby Benoit, Administrative Assistant, for her work preparing and assembling this document and her endless patience. Administrative Assistant Wendy Brouillette and Assistant Town Manager Steph King were also outstanding help throughout the process.



Peter M. Lukes
Town Manager

**TOWN OF HOLDEN
FY 2024 RESOURCE PROFILE**

	FY20 RECAP	FY21 SUBMITTED	FY21 RECAP	FY22 SUBMITTED	FY22 TOWN MEETING	FY22 RECAP	FY23 SUBMITTED	FY23 TOWN MEETING	FY23 RECAP	FY24 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
Total Assessed Value (Est.)	2,510,692,390	2,560,906,238	2,577,956,850	2,577,956,850	2,577,956,850	2,796,904,820	2,796,904,820	2,796,904,820	3,202,304,590	3,202,304,590	0	0.0%
Average Assessed Home	346,538	353,469	355,633	355,633	355,633	385,361	385,361	385,361	442,480	442,480	0	0.0%
Tax Rate	17.00	17.55	17.40	17.98	18.00	18.56	18.22	17.17	14.99	15.85	\$ 0.86	5.7%
Average Tax Bill	5,891	6,205	6,186	6,391	6,398	6,382	7,021	6,617	6,633	7,013	\$ 379.73	5.7%
Tax Rate Change	-0.76	0.55	0.40	0.57	0.02	-0.84	0.24	-0.83	-3.01	0.86		
Excess Levy Capacity	1,415,784	46,330	144,436	682,562	359,035	703,690	(1,896,224)	777,530	1,055,138	348,409	-706,729	-66.98%
GENERAL FUND REVENUES												
Tax Levy	38,481,309	41,163,429	41,198,197	42,201,580	42,367,164	42,291,742	46,573,201	43,620,305	43,599,386	45,822,478	2,223,092	5.26%
Supplemental Tax Assessment	75,000	75,000	70,000	60,000	60,000	60,000	50,000	50,000	50,000	50,000	0	0.00%
Tax Receipts - Non-excluded	38,556,309	41,238,429	41,268,197	42,261,580	42,427,164	42,351,742	46,623,201	43,670,305	43,649,386	45,872,478	2,223,092	5.25%
Percentage of General Fund Revenues	78.8%	80.0%	80.1%	80.2%	79.8%	79.7%	81.1%	79.3%	79.2%	79.8%	92.1%	
Cherry Sheet- Unrestricted	2,030,218	2,080,970	2,030,218	2,030,218	2,030,218	2,101,276	2,101,276	2,158,010	2,214,745	2,214,745	0	0.00%
Cherry Sheet- Offsets	195,549	195,549	191,728	191,728	195,124	205,113	205,113	189,130	223,262	223,262	0	0.00%
State Receipts	2,225,767	2,276,519	2,221,946	2,221,946	2,225,342	2,306,389	2,306,389	2,347,140	2,438,007	2,438,007	0	0.00%
Percentage of General Fund Revenues	4.5%	4.4%	4.3%	4.2%	4.2%	4.3%	4.0%	4.3%	4.4%	4.2%	0.0%	
General Estimated Receipts	1,939,472	1,962,523	1,937,198	1,968,860	1,965,860	1,938,860	1,944,214	1,944,214	1,860,734	1,944,678	83,944	4.51%
Indirect Charges	94,800	94,800	94,800	97,644	169,800	169,800	171,696	171,696	171,696	173,630	1,934	1.13%
Excise Receipts	2,375,000	2,375,000	2,375,000	2,200,000	2,375,000	2,375,000	2,400,000	2,600,000	2,600,000	2,800,000	200,000	7.69%
Sewer Connection Betterment	41,500	41,500	41,500	41,500	44,344	44,344	40,000	40,000	40,000	45,000	5,000	12.50%
EMS Receipts	852,000	852,000	852,000	852,000	852,000	852,000	852,000	910,000	910,000	1,000,000	90,000	9.89%
Regional Dispatch Municipal Assessment	227,051	251,142	251,142	289,193	277,489	277,489	351,650	351,650	351,650	357,454	5,804	1.65%
Local Receipts	5,529,823	5,576,965	5,551,640	5,449,197	5,684,493	5,657,493	5,759,560	6,017,560	5,934,080	6,320,762	386,682	6.52%
Percentage of General Fund Revenues	11.3%	10.8%	10.8%	10.3%	10.7%	10.6%	10.0%	10.9%	10.8%	11.0%	16.0%	
Free Cash-To Stabilization	574,000	450,000	450,000	375,000	375,000	375,000	375,000	150,000	150,000	200,000	50,000	33.33%
Free Cash-To OPEB	449,011	449,011	449,011	478,967	478,967	478,967	519,110	250,000	250,000	254,668	4,669	1.87%
Free Cash-To Capital	951,000	1,127,208	1,127,208	893,000	571,649	571,649	1,484,000	1,167,444	1,167,444	1,421,182	253,738	21.73%
Free Cash-Offset Operating/Reduce Tax Rate	258,438	218,835	225,189	647,867	944,218	944,218	217,438	1,178,104	1,178,104	670,834	-507,270	-43.06%
Free Cash - Prior Year Bills					1,403	1,403	0	0	0	0	0	0.00%
Overlay Reserve	50,000	50,000	50,000	50,000	53,089	53,089	50,000	50,000	50,000	100,000	50,000	100.00%
Balance Sheet Excess Appropriation reserved for debt exclud	181,676	7,127	7,127	116,066	108,938	108,938	0	0	30	0	-30	-100.00%
Appropriate Unpsent PY Capital funds to current year Capital					136,351	136,351	0	53,056	53,056	0	-53,056	-100.00%
Light Dept In Lieu	153,108	153,108	153,108	158,936	154,272	154,272	159,293	159,293	159,293	138,947	-20,346	-12.77%
Wachusett Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0.00%
Cemetery Perpetual Care Trust Fund- to pay for mowers								25,000	25,000	0	-25,000	-100.00%
Cemetery Perpetual Care Trust Fund	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	0	0.00%
Recreation Portion Field Debt	0	0	0	0	0	0	0	0	0	50,000	50,000	0.00%
Free Cash / Intra-Government Transfers	2,647,233	2,485,269	2,491,643	2,747,836	2,853,867	2,853,866	2,834,841	3,062,897	3,062,927	2,865,631	-197,295	-6.44%
Percentage of General Fund Revenues	5.4%	4.8%	4.8%	5.2%	5.4%	5.4%	4.9%	5.6%	5.6%	5.0%	-8.2%	-147.1%
TOTAL GENERAL FUND REV - NON-EXCLUSION	48,959,132	51,577,202	51,533,426	52,680,559	53,190,866	53,169,490	57,523,991	55,097,902	55,084,400	57,496,878	2,412,479	4.38%
DEBT EXCLUSION REVENUE												
Debt Exclusion (Net)	4,201,908	3,792,467	3,659,593	4,137,522	4,026,232	4,026,232	4,381,820	4,404,303	4,404,273	4,929,324	525,051	11.92%
SBAB Reimbursement Elementary	1,732,786	0	0	0	0	0	0	0	0	0	0	0.00%
Debt Excluded Revenue	5,934,692	3,792,467	3,659,593	4,137,522	4,026,232	4,026,232	4,381,820	4,404,303	4,404,273	4,929,324	525,051	11.92%
TOTAL GENERAL FUND REVENUE	64,893,824	55,369,669	55,193,019	56,818,081	57,217,098	57,195,722	61,905,811	59,502,205	59,488,673	62,426,202	2,937,630	5.14%

**TOWN OF HOLDEN
FY 2024 RESOURCE PROFILE**

	FY20 RECAP	FY21 SUBMITTED	FY21 RECAP	FY22 SUBMITTED	FY22 TOWN MEETING	FY22 RECAP	FY23 SUBMITTED	FY23 TOWN MEETING	FY23 RECAP	FY24 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
GENERAL FUND EXPENDITURES												
Required Minimum Contribution	19,225,254	20,005,254	20,061,939	20,663,798	20,535,856	20,535,856	21,404,782	21,404,782	21,404,782	22,260,973	856,191	4.00%
Voluntary Regional Assessment RASA	7,306,064	8,238,036	8,142,799	8,387,083	9,143,678	9,143,678	11,143,678	8,654,037	8,654,037	9,000,198	346,161	4.00%
School Transportation	2,204,518	2,360,505	2,290,978	2,387,278	2,214,426	2,214,426	2,214,426	2,652,422	2,652,422	2,758,519	106,097	4.00%
Montachusett Assessment	901,029	977,616	930,226	958,133	962,972	962,972	1,020,750	1,219,380	1,219,380	1,268,155	48,775	4.00%
Out of District Vocational	0	54,000	54,000	58,834	59,400	59,400	59,400	59,700	59,700	80,600	20,900	35.01%
Education	29,636,865	31,635,411	31,547,855	32,455,126	32,916,332	32,916,332	35,843,036	33,990,321	33,990,321	35,368,448	1,378,125	4.19%
Percentage of General Fund Expenditures	54.0%	57.1%	57.2%	57.1%	57.5%	57.6%	57.9%	57.1%	57.1%	56.7%	46.9%	
Percentage of General Fund Expenditures (Excluding Debt)	60.8%	61.4%	61.3%	61.6%	62.0%	62.1%	62.3%	61.7%	61.7%	61.6%	58.3%	
General Government	6,314,976	6,789,882	6,789,732	7,189,458	7,174,458	7,174,458	7,443,658	7,461,972	7,461,972	7,867,045	405,073	5.43%
Public Safety	5,803,958	5,871,773	5,871,773	6,190,014	6,202,997	6,202,997	6,491,681	6,561,074	6,561,074	6,805,076	244,002	3.72%
Public Works	3,018,697	3,215,404	3,210,404	3,197,810	3,339,810	3,339,810	3,437,471	3,556,571	3,556,571	3,755,880	199,309	5.60%
Culture	915,570	931,770	931,770	933,999	934,060	934,060	973,898	966,630	966,630	990,363	23,733	2.46%
Human Services	369,104	386,262	386,262	384,750	384,750	384,750	395,148	397,748	397,748	372,324	-25,424	-6.39%
Capital Budget	951,000	1,236,708	1,127,208	893,000	708,000	708,000	1,484,000	1,245,500	1,245,500	1,421,182	175,682	14.11%
Municipal Budget	17,373,305	18,431,799	18,323,503	18,789,030	18,745,478	18,745,478	20,225,856	20,189,495	20,189,495	21,211,870	1,022,375	5.06%
Percentage of General Fund Expenditures	31.6%	33.3%	33.2%	33.1%	32.8%	32.8%	32.7%	33.9%	33.9%	34.0%	34.8%	
Percentage of General Fund Expenditures (Excluding Debt)	35.6%	35.8%	35.6%	35.7%	35.3%	35.3%	35.2%	36.7%	36.7%	36.9%	43.2%	
DPW Depreciation Fund	100,000	100,000	100,000	75,000	75,000	75,000	75,000	0	0	50,000	50,000	0.00%
Fire Vehicle Stabilization Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	0	0	0.00%
Open Space Stabilization Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0	0.00%
Dispatch Infrastructure Stabilization Fund	24,000	0	0	0	0	0	0	0	0	0	0	0.00%
Non-Exempt Debt	303,068	192,377	192,377	153,977	153,977	153,977	148,729	148,729	148,729	37,947	-110,782	-74.49%
Town Debt Budget > than Debt Excluded Actual for FY21	9,349	0	162,854	0	0	0	0	0	0	0	0	0.00%
Oil Spill Clean Up Debt (Jefferson School)	39,434	39,434	39,434	80,580	36,710	36,710	36,710	33,980	33,980	40,000	6,020	17.72%
State Assessments (Transportation)	145,575	145,575	145,879	145,879	145,879	148,390	148,390	158,218	158,218	158,218	0	0.00%
Overlay/Abatelements	200,414	200,000	183,376	200,000	200,000	176,114	200,000	150,000	136,468	150,000	13,532	9.92%
Stabilization Fund Appropriation	300,000	200,000	200,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	0	0.00%
Other Post Employment Benefits Trust Fund	458,449	449,011	449,011	478,967	478,967	478,967	519,110	250,000	250,000	254,668	4,668	1.87%
Other Expenditures	1,730,290	1,476,397	1,622,931	1,434,403	1,390,533	1,369,158	1,427,939	890,927	877,394	840,833	-36,561	-4.17%
TOTAL GENERAL FUND EXP. - NON-EXCLUSION	48,740,459	51,543,607	51,494,289	52,678,559	53,052,343	53,030,967	57,496,831	55,070,742	55,057,210	57,421,149	2,363,939	4.29%
DEBT EXCLUSION EXPENDITURES												
Exempt Debt - excluded	5,102,825	2,775,522	2,655,646	3,096,438	3,126,023	3,126,023	3,370,248	3,370,248	3,370,248	3,943,838	573,590	17.02%
High School Debt - excluded	1,050,540	1,050,540	1,043,084	1,043,084	1,038,732	1,038,732	1,038,732	1,061,215	1,061,215	1,061,215	0	0.00%
Debt Excluded Expenditures	6,153,365	3,826,062	3,698,730	4,139,522	4,164,755	4,164,755	4,408,980	4,431,463	4,431,463	5,005,053	573,590	12.94%
Percentage of General Fund Expenditures	11.2%	6.9%	6.7%	7.3%	7.3%	7.3%	7.1%	7.4%	7.4%	8.0%	19.5%	262.1%
TOTAL GENERAL FUND EXPENDITURES	54,893,824	55,369,669	55,193,019	56,818,081	57,217,095	57,195,722	61,905,811	59,502,205	59,488,673	62,426,202	2,937,520	4.94%
REVENUE/EXPENDITURE DIFFERENCE	0	0	0	0	0	0	0	0	0	0	1	0.00%
School Change												
WRSD School Budget without Debt	\$28,735,836	\$30,603,795	\$30,495,716	\$31,438,159	\$31,893,980	\$31,893,980	\$34,762,886	\$32,711,241	\$32,711,241	\$34,019,691	\$1,308,450	4.10%
WRSD School Budget with Debt	\$29,825,810	\$31,693,769	\$31,578,234	\$32,561,823	\$32,969,402	\$32,969,402	\$35,838,328	\$33,806,436	\$33,806,436	\$35,120,806	\$1,314,470	3.99%
Total Education Budget with Debt	30,726,839	32,671,385	32,508,460	33,519,956	33,932,374	33,932,374	36,859,078	35,025,816	35,025,816	36,389,061	\$1,363,245	4.02%

**TOWN OF HOLDEN
FY 2024 RESOURCE PROFILE**

	FY20 RECAP	FY21 SUBMITTED	FY21 RECAP	FY22 SUBMITTED	FY22 TOWN MEETING	FY22 RECAP	FY23 SUBMITTED	FY23 TOWN MEETING	FY23 RECAP	FY24 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
RESTRICTED REVENUE												
LIBRARY OFFSETS	40,202	33,675	33,675	33,675	33,675	33,675	33,675	33,675	33,675	51,941	18,266	54.24%
RECREATION REVOLVING	889,515	916,890	916,890	868,655	868,655	868,655	1,036,057	1,036,057	1,036,057	1,106,220	70,163	6.77%
CABLE REVOLVING ACCOUNT	250,000	250,000	250,000	280,000	280,000	280,000	280,000	280,000	280,000	260,000	-20,000	-7.14%
SOLID WASTE ENTERPRISE FUND	1,334,260	1,339,500	1,339,500	1,395,500	1,395,500	1,395,500	1,553,700	1,398,000	1,398,000	1,486,950	88,950	6.36%
INSPECTIONAL SERVICES REVOLVING	245,000	245,000	245,000	230,000	230,000	230,000	230,000	230,000	230,000	225,000	-5,000	-2.17%
WATER SEWER REVENUE	7,093,185	7,149,000	7,211,117	7,744,700	7,744,700	7,744,700	9,176,700	8,543,729	8,543,729	8,142,458	-401,271	-4.70%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	50,000	50,000	0.00%
FIRE VEHICLE STABILIZATION FUND	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	0	0	0.00%
OPEN SPACE STABILIZATION	50,000	50,000	149,834	50,000	50,000	50,000	50,000	0	0	0	0	0.00%
REGIONAL DISPATCH STABILIZATION	24,000	0	0	0	0	0	0	0	0	0	0	0.00%
GENERAL STABILIZATION	300,000	200,000	200,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	0	0.00%
TOTAL RESTRICTED REVENUE	10,426,162	10,384,065	10,546,016	10,952,530	10,952,530	10,952,530	12,710,132	11,671,461	11,671,461	11,472,569	(198,892)	-1.70%
RESTRICTED EXPENDITURES												
LIBRARY OFFSETS	40,202	33,675	33,675	33,675	33,675	33,675	33,675	33,675	33,675	51,941	18,266	54.24%
RECREATION REVOLVING	803,028	1,333,973	1,383,973	791,805	819,065	819,065	1,049,061	1,049,061	1,049,061	1,152,027	102,966	9.82%
CABLE REVOLVING ACCOUNT	396,492	349,804	349,804	357,948	357,948	357,948	387,230	387,230	387,230	330,761	-56,469	-14.58%
SOLID WASTE ENTERPRISE FUND	1,331,676	1,363,154	1,363,154	1,410,273	1,410,273	1,410,273	1,532,601	1,532,601	1,532,601	1,679,545	146,944	9.59%
INSPECTIONAL SERVICES REVOLVING	232,596	277,795	244,795	282,183	276,783	276,783	247,259	247,259	247,259	248,731	1,472	0.60%
WATER SEWER EXPENSES	8,230,483	8,138,319	8,198,419	8,361,812	8,437,577	8,437,577	9,676,241	9,612,761	9,612,761	8,081,913	-1,530,848	-15.93%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	0	0	0	0	0	0	0	0	0	0	0	0.00%
FIRE VEHICLE STABILIZATION FUND	0	310,000	310,000	0	0	0	0	0	0	0	0	0.00%
OPEN SPACE STABILIZATION	0	150,166	250,000	0	0	0	0	0	0	0	0	0.00%
REGIONAL DISPATCH STABILIZATION	0	0	0	0	0	0	0	0	0	0	0	0.00%
GENERAL STABILIZATION	0	0	0	0	0	0	0	0	0	0	0	0.00%
TOTAL RESTRICTED EXPENDITURES	11,034,477	11,956,886	12,133,820	11,237,696	11,335,321	11,335,321	12,926,067	12,862,587	12,862,587	11,544,918	(1,317,669)	-10.24%

**BUDGET COMPARISON
FY2023 TO FY2024**

Department	FY2023				FY2024				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	32,550		39,800	7,287	32,950		40,237	437	1.1%
Finance Committee	-	151,795		151,795	-	151,795		151,795	-	0.0%
Town Manager/ Personnel	520,453	25,750	22,950	523,253	522,604	25,750	23,409	524,945	1,692	0.3%
Information Technology	273,021	143,433	112,500	303,954	278,482	141,264	114,750	304,996	1,042	0.3%
Accounting	218,783	30,225	31,630	217,378	229,507	56,175	32,263	253,419	36,041	16.6%
Treasurer/ Collector	239,895	70,300	61,634	248,561	250,804	62,950	62,867	250,887	2,326	0.9%
Assessor	194,728	58,128		252,856	206,826	51,100		257,926	5,070	2.0%
Legal	-	205,000		205,000	-	225,000		225,000	20,000	9.8%
Town Clerk	255,532	83,563		339,095	249,690	73,439		323,129	(15,966)	-4.7%
Insurance	-	2,385,546		2,385,546	-	2,563,872		2,563,872	178,326	7.5%
Retirement	-	2,246,965		2,246,965	-	2,474,957		2,474,957	227,992	10.1%
Debt	-	3,518,977		3,518,977	-	3,981,784		3,981,784	462,807	13.2%
Planning & Development	217,016	95,874		312,890	208,098	48,330		256,428	(56,462)	-18.0%
Sealer of Weights & Measures	6,000	-		6,000	6,000	-		6,000	-	0.0%
Subtotal General Government	1,932,778	9,048,171	228,714	10,752,235	1,969,398	9,889,431	233,289	11,615,540	863,305	8.0%
Police	2,464,614	251,500		2,716,114	2,528,546	259,400		2,787,946	71,832	2.6%
Dispatch	828,162	44,700		872,862	856,212	47,955		904,167	31,305	3.6%
Animal control	69,165	11,600		80,765	74,271	11,700		85,971	5,206	6.4%
Fire & EMS	2,263,994	324,950		2,588,944	2,288,246	344,300		2,632,546	43,602	1.7%
Emergency Management	91,889	10,000		101,889	110,908	61,500		172,408	70,519	69.2%
Public Safety Building	-	200,500		200,500	-	222,038		222,038	21,538	10.7%
Subtotal Public Safety	5,717,824	843,250	-	6,561,074	5,858,183	946,893	-	6,805,076	244,002	3.7%
DPW Administration	204,649	11,750	75,000	141,399	214,296	11,750	75,000	151,046	9,647	6.8%
DPW Engineering	173,156	214,950		388,106	186,079	214,950		401,029	12,923	3.3%
DPW Highway	583,977	983,250		1,567,227	623,233	1,054,750		1,677,983	110,756	7.1%
DPW Equipment Repair	198,600	20,400	51,408	167,592	199,229	27,100	52,436	173,893	6,301	3.8%
DPW Building and Grounds	494,889	546,050	30,278	1,010,661	528,343	477,650	37,240	968,753	(41,908)	-4.1%
DPW Garage	-	124,900		124,900	-	218,500		218,500	93,600	74.9%
Subtotal Public Works	1,655,271	1,901,300	156,686	3,399,885	1,751,180	2,004,700	164,676	3,591,204	191,319	5.6%
Veterans Benefits	20,968	65,600		86,568	20,968	61,100		82,068	(4,500)	-5.2%
Senior Center	277,930	33,250		311,180	258,388	31,450		289,838	(21,342)	-6.9%
Subtotal Human Services	298,898	98,850	-	397,748	279,356	92,650	-	371,906	(25,842)	-6.5%
Library	708,647	254,483		963,130	725,596	261,267		986,863	23,733	2.5%
Historical Commission	-	3,500		3,500	-	3,500		3,500	-	0.0%
Subtotal Culture	708,647	257,983	-	966,630	725,596	264,767	-	990,363	23,733	2.5%
TOTAL MUNICIPAL:	10,313,418	12,149,554	385,400	22,077,572	10,573,713	13,198,341	397,965	23,374,089	1,296,517	5.9%
Total minus Insurance, Retirement and Debt				13,926,084				14,353,476	686,957	4.9%
EDUCATION:										
Minumum Required Contribution		21,404,782		21,404,782		22,260,973		22,260,973	856,191	4.0%
Voluntary Contribution		8,654,037		8,654,037		9,000,198		9,000,198	346,161	4.0%
Transportation		2,652,422		2,652,422		2,758,519		2,758,519	106,097	4.0%
Debt		1,095,195		1,095,195		1,101,215		1,101,215	6,020	0.5%
Subtotal WRSD		33,806,436		33,806,436		35,120,906		35,120,906	1,314,470	3.9%
Montachusett Reg. Voc. Tech		1,219,380		1,219,380		1,268,155		1,268,155	48,775	4.0%
Out of District		59,700		59,700		80,600		80,600	20,900	35.0%
TOTAL EDUCATION:		35,085,516		35,085,516		36,469,661		36,469,661	1,384,145	3.9%
Total minus Insurance, Retirement and Debt				49,011,600				50,823,137	1,811,537	3.7%
Capital				1,245,500				1,421,182	175,682	14.1%
TOTAL OPERATING AND CAPITAL:				60,267,100				62,244,319	1,987,219	4.0%

**TOWN OF HOLDEN
FIVE YEAR PLAN
FY 2023 - FY2028**

	Recap FY2023	FY 2024	Dollar Change	Percent Change	FY 2025	Dollar Change	Percent Change	FY 2026	Dollar Change	Percent Change	FY 2027	Dollar Change	Percent Change	FY 2028	Dollar Change	Percent Change
REVENUE																
State Aid	2,489,948	2,489,948	-	0.00%	2,535,096	45,148	1.81%	2,535,096	-	0.00%	2,535,096	-	0.00%	2,535,096	-	0.00%
Local Receipts	5,984,080	6,370,762	386,682	6.46%	6,540,323	169,561	2.66%	6,715,276	174,953	2.67%	6,890,629	175,354	2.61%	7,066,387	175,758	2.55%
Free Cash Usage	2,745,548	2,540,684	(196,863)	-7.24%	2,023,342	(523,342)	-20.55%	1,511,671	(511,671)	-25.29%	1,205,835	(305,835)	-20.23%	1,002,918	(202,918)	-16.83%
Overlay Reserve Surplus	50,000	100,000	50,000	100.00%	100,000	-	0.00%	100,000	-	0.00%	100,000	-	0.00%	100,000	-	0.00%
Other Rev From Reserves	53,086	-	(53,086)	-100.00%	-	-	-	-	-	-	-	-	-	-	-	-
Property Tax	43,599,386	45,822,478	2,223,092	5.10%	49,871,508	4,049,030	8.84%	50,998,771	1,127,263	2.26%	52,675,828	1,677,057	3.29%	55,764,343	3,088,515	5.86%
Debt Exclusion (NET)	4,404,273	4,929,324	525,051	11.92%	4,371,249	(558,075)	-11.32%	4,129,431	(241,818)	-5.53%	4,017,954	(111,477)	-2.70%	3,918,522	(99,432)	-2.47%
Other Rev. (HMLD & Recreation, Wachusett F)	214,293	218,947	4,654	2.17%	295,336	76,389	34.89%	321,739	26,403	8.94%	323,156	1,417	0.44%	324,588	1,432	0.44%
TOTAL REVENUES	59,540,614	62,478,143	2,937,530	4.93%	65,736,854	3,258,711	5.22%	66,311,984	575,130	0.87%	67,748,499	1,436,515	2.17%	70,711,853	2,963,355	4.37%
APPROPRIATIONS																
Operating Budgets																
Wachusett Reg. School District	33,806,436	35,120,906	1,314,470	3.89%	36,174,533	1,053,627	3.00%	37,259,769	1,085,236	3.00%	38,377,562	1,117,793	3.00%	39,528,889	1,151,327	3.00%
Montachusett Reg. Tech. School	1,219,380	1,268,155	48,775	4.00%	1,306,200	38,045	3.00%	1,345,386	39,186	3.00%	1,385,747	40,362	3.00%	1,427,320	41,572	3.00%
Out of District Vocational Ed	59,700	80,600	20,900	35.01%	-	-	-	-	-	-	-	-	-	-	-	-
Town	13,905,166	14,751,859	440,375	3.08%	15,194,415	442,556	3.00%	15,650,247	455,832	3.00%	16,119,755	469,507	3.00%	16,603,347	483,593	3.00%
Capital budget																
Exempt Debt Service	3,370,248	3,943,838	573,590	17.02%	4,106,632	162,794	4.13%	4,017,257	(89,375)	-2.18%	3,915,132	(102,125)	-2.54%	3,813,132	(102,000)	-2.61%
Non-Exempt Service	148,729	37,947	(110,782)	-74.49%	114,947	77,000	202.91%	160,000	45,053	39.19%	200,000	100,000	62.50%	130,000	(130,000)	-50.00%
Cash	1,245,500	1,421,182	175,682	14.11%	2,490,200	1,069,018	75.22%	1,177,000	(1,313,200)	-52.73%	582,000	(595,000)	-50.55%	1,664,000	1,082,000	185.91%
Total Capital	4,764,477	5,402,967	638,490	13.40%	6,711,779	1,308,812	24.22%	5,354,257	(1,357,522)	-20.23%	4,757,132	(597,125)	-11.15%	5,607,132	850,000	17.87%
Pensions	2,474,957	2,474,957	227,992	10.15%	2,697,703	222,746	9.00%	2,940,496	242,793	9.00%	3,205,141	264,645	9.00%	3,493,604	288,463	9.00%
Insurance	2,563,872	2,563,872	178,326	7.48%	2,692,066	128,194	5.00%	2,826,669	134,603	5.00%	2,968,002	141,333	5.00%	3,116,402	148,400	5.00%
State Assessments	158,218	158,218	-	0.00%	158,218	-	0.00%	158,218	-	0.00%	158,218	-	0.00%	158,218	-	0.00%
Offset Aid - Library	51,941	51,941	18,266	54.24%	51,941	-	0.00%	51,941	-	0.00%	51,941	-	0.00%	51,941	-	0.00%
Overlay Reserve	136,468	150,000	13,532	9.92%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%
Warrant Art. - Stabilization Fund	150,000	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%	150,000	-	0.00%
Warrant Art. - Other Stabilization	-	50,000	50,000	#DIV/0!	200,000	150,000	300.00%	175,000	(25,000)	-12.50%	175,000	-	0.00%	175,000	-	0.00%
Other Post Employment Benefits	250,000	254,668	4,668	1.87%	250,000	(4,668)	-1.83%	250,000	-	0.00%	250,000	-	0.00%	250,000	-	0.00%
TOTAL APPROPRIATIONS	59,540,614	62,478,143	2,955,795	4.97%	65,736,854	3,258,711	5.22%	66,311,983	575,129	0.87%	67,748,498	1,436,515	2.17%	70,711,853	2,963,355	4.37%
BALANCE		0			(0)			0			0			0		
Approximate Tax Rate (at current	14.99	15.85	(1.31)		16.77	0.92		17.04	0.27		17.53	0.48		18.45	0.92	
Excess Levy (Deficit)	1,055,138	348,409			(2,146,349)			(1,680,483)			(1,724,583)			(3,139,317)		

BUDGET SUMMARY

	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Request FY 2024	Manager FY 2024	Change from PY	% Change
General Government	11,171,290	9,164,401	9,899,885	10,980,949	11,850,608	11,848,829	867,880	7.9%
Public Safety	5,039,919	5,311,381	5,629,590	6,561,074	6,806,076	6,805,076	244,002	3.7%
Public Works	3,005,899	2,926,226	3,299,535	3,556,571	3,755,880	3,755,880	199,309	5.6%
Human Services	338,948	302,585	304,130	397,748	372,324	372,324	-25,424	-6.4%
Culture	796,016	888,634	916,569	966,630	988,276	990,363	23,733	2.5%
TOTAL MUNICIPAL	20,352,072	18,593,227	20,049,709	22,462,972	23,773,164	23,772,472	1,309,500	5.8%
TOTAL DEBT	5,398,764	2,848,022	3,279,813	3,518,977	3,981,784	3,981,784	462,807	13.2%
TOTAL EDUCATION	30,719,769	32,453,680	33,960,230	35,085,516	36,469,661	36,469,661	1,384,145	3.9%
TOTAL MUNICIPAL, DEBT AND EDUCATION	56,470,605	53,894,929	57,289,752	61,067,465	64,224,608	64,223,916	3,156,451	5.2%
OTHER FUNDS								
Water/Sewer Enterprise Fund	7,888,332	7,810,670	8,182,509	9,612,761	8,081,913	8,081,913	-1,530,848	-15.9%
Solid Waste Enterprise Fund	1,288,726	1,310,916	1,363,711	1,602,601	1,679,545	1,679,545	76,944	4.8%
Inspection Revolving Fund	195,112	225,155	245,261	247,259	248,731	248,731	1,472	0.6%
Cable Revolving Fund	231,531	322,965	247,937	387,229	330,761	330,761	-56,468	-14.6%
Recreation Revolving Fund	764,641	698,301	771,691	1,049,061	1,152,027	1,152,027	102,966	9.8%
TOTAL OTHER FUNDS	10,368,342	10,368,007	10,811,109	12,898,911	11,492,977	11,492,977	-1,405,934	-10.9%
	Balance FY 2020	Balance FY 2021	Balance FY 2022	Estimated Balance FY 2023	Estimated Balance FY 2024	Estimated Balance FY 2024		
General Stabilization Fund	4,458,311	4,786,559	4,822,898	4,928,403	5,078,403	5,078,403		
Water/Sewer Stabilization Fund	194,807	200,066	195,356	196,237	196,237	196,237		
Fire Vehicle Stabilization Fund	517,608	313,300	405,282	507,110	507,110	507,110		
Open Space Stabilization Fund	266,753	169,839	215,519	216,491	216,491	216,491		
Dispatch Stabilization Fund	66,789	68,592	66,977	67,279	67,279	67,279		
DPW Depreciation Fund	560,686	680,402	738,900	742,233	792,233	792,233		
Other Post Employment Benefits TF	4,349,496	6,090,084	5,732,988	6,028,656	6,328,324	6,328,324		
STABILIZATION BALANCES	10,414,450	12,308,842	12,177,920	12,686,409	13,186,077	13,186,077		

TOWN OF HOLDEN

FY 2024 BUDGET

	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Request FY 2024	Manager FY 2024	Change from PY	% Change
GENERAL GOVERNMENT								
Moderator	100	100	130	165	165	165	0	0.0%
Finance Committee	65,527	245	245	151,795	151,795	151,795	0	0.0%
Selectmen	19,076	14,792	17,686	39,800	40,237	40,237	437	1.1%
Town Manager/Personnel	398,782	508,148	445,977	546,203	548,354	548,354	2,151	0.4%
Information Technology	430,155	413,799	410,363	416,454	419,746	419,746	3,292	0.8%
Insurance	1,884,943	2,019,505	2,179,827	2,385,546	2,563,872	2,563,872	178,326	7.5%
Legal	189,329	253,683	267,768	205,000	225,000	225,000	20,000	9.8%
Finance								
Accounting	208,728	215,823	229,241	249,008	283,281	285,682	36,674	14.7%
Treasurer/Collector	287,327	294,228	269,227	310,195	320,019	313,754	3,559	1.1%
Retirement	1,596,914	1,782,201	2,042,205	2,246,965	2,474,957	2,474,957	227,992	10.1%
Debt Service	5,398,764	2,848,022	3,279,813	3,518,977	3,981,784	3,981,784	462,807	13.2%
Assessors	175,209	198,221	251,521	252,856	255,841	257,926	5,070	2.0%
Town Clerk	221,828	248,654	248,033	339,095	323,129	323,129	-15,966	-4.7%
Planning and Development	289,542	361,918	252,621	312,890	256,428	256,428	-56,462	-18.0%
Sealers	5,066	5,062	5,228	6,000	6,000	6,000	0	0.0%
TOTAL	11,171,290	9,164,401	9,899,885	10,980,949	11,850,608	11,848,829	867,880	7.9%

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. A FY24 budget of \$165 remains consistent with the FY23 budget.

DEPARTMENT Moderator	FUNCTION Moderator	FUNCTION CODE 01-114
DEPARTMENT HEAD	PREPARED BY Peter Lukes	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
100	100	100	100	5120 Moderator (Stipend)	100	100	0	0.0%
100	100	100	100	*Total Salary & Wages*	100	100	0	0.0%
0	0	0	0	# Personnel F/T	0	0	0	0.0%
1	1	1	1	# Personnel P/T	1	1	0	0.0%
0	0	30	15	5731 Association Dues	15	15	0	0.0%
0	0	0	50	5733 Expense of Meetings	50	50	0	0.0%
0	0	30	65	*Total Expense*	65	65	0	0.0%
100	100	130	165	*Total Budget*	165	165	0	0.0%

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 when 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. A FY24 budget of \$151,795 remains consistent with the FY23 budget.

TOWN OF HOLDEN

FY 2024 BUDGET

DEPARTMENT Finance Committee	FUNCTION Finance Committee	FUNCTION CODE 01-131
DEPARTMENT HEAD Paul Challenger, Chairman	PREPARED BY	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
0	0	0	0	Clerical	0	0	0	0.0%
0	0	0	0	*Total Salary & Wages*	0	0	0	0.0%
0	0	0	0	# Personnel F/T	0	0	0	0.0%
0	0	0	0	# Personnel P/T	0	0	0	0.0%
0	0	0	50	5343 Postage	50	50	0	0.0%
282	0	0	100	5421 Office Supplies	100	100	0	0.0%
245	245	245	245	5731 Association Dues	245	245	0	0.0%
0	0	0	1,400	5733 Expense of Meetings	1,400	1,400	0	0.0%
65,000	0	0	150,000	5781 Reserve Fund	150,000	150,000	0	0.0%
65,527	245	245	151,795	*Total Expense*	151,795	151,795	0	0.0%
65,527	245	245	151,795	*Total Budget*	151,795	151,795	0	0.0%

**\$65,000 represents the amount of the reserve fund USED in FY20

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 the annual budget; setting the Annual Town Meeting warrant; 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 other events throughout the year. This funding is consolidated into one line "Community Events" and includes supplemental funding for the annual Bandstand concerts, Agricultural Commission events and for Holden Days.

Line item #5780 increased by \$400 for Employee Appreciation.

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Anthony Renzoni, Chairman	PREPARED BY Peter Lukes	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
5,150	5,150	4,970	5,150	5120	Selectmen (Stipend)	5,150	5,150	0	0.0%
1,537	1,493	1,075	2,100	5122	Selectmen Clerical	2,137	2,137	37	1.8%
6,687	6,643	6,045	7,250		*Total Salary & Wages*	7,287	7,287	37	0.5%
0	0	0	0		# Personnel F/T	0	0	0	0.0%
6	6	6	6		# Personnel P/T	6	6	0	0.0%
543	492	0	400	5301	Advertising	400	400	0	0.0%
0	0	0	100	5343	Postage	100	100	0	0.0%
0	454	914	500	5421	Office Supplies	500	500	0	0.0%
1,000	1,000	964	1,000	5710	Car Allowance	1,000	1,000	0	0.0%
3,226	3,226	3,565	3,250	5731	Association Dues	3,250	3,250	0	0.0%
3,288	0	1,000	3,800	5733	Expense of Meetings	3,800	3,800	0	0.0%
0	2,827	3,836	3,500	5780	Employee Appreciation	3,900	3,900	400	11.4%
4,332	150	1,362	20,000	5793	Parades, Events, Concerts	20,000	20,000	0	0.0%
12,389	8,149	11,641	32,550		*Total Expenses*	32,950	32,950	400	1.2%
19,076	14,792	17,686	39,800		*Total Budget*	40,237	40,237	437	1.1%

TOWN MANAGER

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

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

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

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

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 and enforced. The Town Manager and Assistant Town Manager are both Certified Massachusetts Public Purchasing Officials.

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 employee union/management 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. All on-boarding and off-boarding of town employees flows through the Town Manager's Office.

TOWN OF HOLDEN

FY 2024 BUDGET

The office processes approximately 1,500 Request for Leave forms each year and another 325 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 and his staff seek out and apply for grants from private, federal and state sources. They, in conjunction with the Town Accountant and at times the relevant town departments oversee the execution and reporting of the expenditures from grant awards.

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

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
160,618	168,444	174,683	175,884	5110	Town Manager	184,678	184,678	8,794	5.0%
54,481	58,364	58,984	64,298	5111	Administrative Assistant	68,207	68,207	3,909	6.1%
54,605	58,486	61,436	64,298	5112	Clerical TM/Personnel	68,207	68,207	3,909	6.1%
90,816	97,277	100,200	102,204	5113	Asst. Town Manager	125,000	125,000	22,796	22.3%
6,419	8,028	8,618	8,769	5143	Town Manager Deferred Comp	9,512	9,512	743	8.5%
0	0	0	40,000	5150	Wage Adjustment	31,000	31,000	-9,000	-22.5%
0	0	1,666	5,000	5151	OPEB Contribution Reimbursement	6,000	6,000	1,000	20.0%
17,767	0	24,762	60,000	5152	Accrued Benefit Buy Out	30,000	30,000	-30,000	-50.0%
384,706	390,601	430,349	520,453		*Total Salary & Wages*	522,604	522,604	2,151	0.4%
4	4	4	4		# Personnel F/T	4	4	0.00	0.0%
0	0	0	0		# Personnel P/T	0	0	0.00	0.0%
3,097	3,097	2,834	1,000	5242	Equipment Maintenance	1,000	1,000	0	0.0%
225	225	75	1,000	5301	Advertising	1,000	1,000	0	0.0%
1,891	1,925	1,510	1,600	5306	Drug/Alcohol Testing	1,600	1,600	0	0.0%
0	563	114	500	5307	Mandatory Onboarding HR Charges	500	500	0	0.0%
1,037	1,366	1,116	1,250	5340	Cell Phone Expense	1,250	1,250	0	0.0%
0	1,000	353	700	5343	Postage	700	700	0	0.0%
941	1,039	1,484	1,500	5410	Petro	1,500	1,500	0	0.0%
2,660	2,729	3,102	2,500	5421	Office Supplies	2,500	2,500	0	0.0%
1,922	1,800	2,332	2,500	5422	Printing	2,500	2,500	0	0.0%
4	257	1,264	500	5480	Vehicle Maintenance	500	500	0	0.0%
0	0	411	2,800	5510	Training	2,800	2,800	0	0.0%
0	0	565	900	5711	Mileage	900	900	0	0.0%
275	275	257	900	5731	Association Dues	900	900	0	0.0%
0	0	0	100	5732	Subscriptions	100	100	0	0.0%
2,024	80	211	3,000	5733	Expense of Meetings	3,000	3,000	0	0.0%
0	0	0	0	5734	Growth and Population Study	0	0	0	0.0%
0	0	0	0	5736	Eagle Lake	0	0	0	0.0%
0	0	0	0	5737	Capital Asset Study	0	0	0	0.0%
0	38,000	0	0	5738	Playing Fields Study	0	0	0	0.0%
0	65,191	0	0	5739	Building Study Starbard & Town Hall	0	0	0	0.0%
0	0	0	5,000		Department Head Salary Study	0	0	-5,000	-100.0%
					N Legal review of personnel handbook	5,000	5,000	5,000	0.0%
14,076	117,547	15,628	25,750		*Total Expenses*	25,750	25,750	0	0.0%
398,782	508,148	445,977	546,203		*Total Budget*	548,354	548,354	2,151	0.4%

INFORMATION TECHNOLOGY

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

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

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

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

5. SPECIAL PROJECTS

Server/Storage Infrastructure update: The IT Department made the decision to buy out their Simplivity system (a software defined system that combines storage, computing, networking and management). The three year lease ended and the decision was mad that it was much more cost effective to purchase the system outright than to re-lease. Additionally, other infrastructure changes will allow the town systems to continue to operate efficiently without current outlay of cash.

Munis Financial System: The town's financial system, Munis, is going to be hosted in the cloud. By making this move, the town will no longer pay for upgrades, license fees, servers, sequel servers, certificates, disaster recovery, or support. We have been moving toward this solution as it more effectively addresses the town's technological needs.

DPW Facility at 18 Industrial: Not only did IT help assist with fiber capabilities but also all of the other technological needs such as the phones, computers and network switches required through FY23.

Cyber Security Grant: The Town has been participating in the Commonwealth of Massachusetts Executive Office of Technology Services & Security cybersecurity awareness training program. Cybersecurity awareness training allows employees to be able to identify threats. The goal of cybersecurity awareness training is to change behaviors and reduce risk within the organization. We are hopefully that with this training, staff can recognize, react, and report suspicious activity.

Capital-As planned as part of the 5 year capital, we proposed that \$52,902 would go toward moving toward the cloud. We are utilizing these funds toward our Munis Software As a Service Solution.

CAPITAL EXPENDITURE	TOWN MANAGER RECOMMENDED
Munis SAS cloud	\$52,902

Overall, there was not a significant increase in the IT budget, below you will see line item increases along with a description of changes.

FY24 Line Item increases:

-5783 License/Internet Access Fees: We had an increase on email archiving, our Civic Plus website and wifi due to increasing from 6 devices to 21 with the new DPW building at 18 Industrial.

-5244 Telephone: Our Avaya phone system increased slightly.

-5243 Software Support: The town's financial system, Munis, is proposed to be hosted in the cloud instead of the town self-hosting itself. By making this move over to the cloud, the town will no longer pay for upgrades, license fees, servers, sequel servers, certificates, disaster recovery, or support. Other benefits would be:

- *estimated staff savings at 2 hours per day @ \$60 full salary including benefits

- *we would save \$4500-\$8000 on server migration costs (servers every 3 yrs)

- *SaaS would rid of one time fees

- *SaaS keeps fees flat for first 3 yrs so that town can see the return of our investment, a 3% savings is estimated.

We have been moving toward this solution as it more effectively addresses the town's technological needs. This line item also includes our support costs for Simplivity and VM Ware Upgrades. Please refer to the chart below to see cloud based costs verse the continuation of self-hosting.

CLOUD BASED SOFTWARE AS A SERVICE SOLUTION				
	Initial Cost	Recurring Annual Cost		Total
	Year 1	Year 2	Year 3	
Tyler Hosted Products (Detect, Socrata) & Tax Tables	\$ -	\$ -	\$ -	\$ -
Project Planning Services	\$ 5,424.00			\$ 5,424.00
Annual Fee	\$ 108,481.00	\$ 108,481.00	\$ 108,481.00	\$ 325,443.00
TCM (no license fee needed with SaaS)	\$ 25,000.00	\$ -	\$ -	
Totals	\$ 138,905.00	\$ 95,439.00	\$ 95,439.00	\$ 330,867.00
SaaS Solution 3-Year Cost				
SELF HOSTED				
	Initial Cost	Recurring Annual Cost		Total
	Year 1	Year 2	Year 3	
Server Hardware - budget every 3-5 years	\$ 8,000.00	\$ -	\$ -	\$ 8,000.00
Server OS	\$ 15,000.00	\$ -	\$ -	\$ 15,000.00
Server DB - SQL Licenses - 2CPUs	\$ 15,000.00	\$ -	\$ -	\$ 15,000.00
Unlimited License	\$ -	\$ -	\$ -	\$ -
Other Software (e.g. Client Licence, OS, DB, GUI, etc)	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 18,000.00
Tyler Hosted Products (Detect, Socrata) & Tax Tables	\$ -	\$ -	\$ -	\$ -
Vshell	\$ -	\$ -	\$ -	\$ -

TOWN OF HOLDEN

FY 2024 BUDGET

Software Maintenance	\$ 60,591.78	\$ 63,621.37	\$ 66,802.44	\$ 191,015.58
Server Hardware Maintenance	\$ 2,500.00	\$ 2,500.00	\$ 3,000.00	\$ 8,000.00
Disaster Recovery	\$ 13,617.00	\$ 14,297.85	\$ 15,012.74	\$ 42,927.59
TCM plus license fee	\$ 26,000.00	\$ -	\$ -	\$ 26,000.00
TSM Support	\$ 13,617.00	\$ 14,297.85	\$ 15,012.74	\$ 42,927.59
* FTE - to maintain system hardware	\$ 31,200.00	\$ 31,200.00	\$ 31,200.00	\$ 93,600.00
Totals	\$ 191,525.78	\$ 131,917.07	\$ 137,027.92	\$ 460,470.77

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
88,022	90,663	91,570	93,401	5111	System Administrator	95,270	95,270	1,869	2.0%
84,637	87,176	88,048	89,810	5113	Network Administrator	91,606	91,606	1,796	2.0%
81,382	87,176	88,048	89,810	5119	Business Analyst	91,606	91,606	1,796	2.0%
254,041	265,015	267,666	273,021		*Total Salary & Wages*	278,482	278,482	5,461	2.0%
3	3	3	3		# Personnel F/T	3	3	0	0.0%
0	0	0	0		# Personnel P/T	0	0	0	0.0%
4,098	5,374	1,925	4,524	5242	Hardware Equip Maint	4,200	4,200	-324	-7.2%
59,491	52,524	55,521	80,884	5243	Software Support	83,000	83,000	2,116	2.6%
22,635	7,286	7,002	7,005	5244	Telephone Support	3,314	3,314	-3,691	-52.7%
5,000	0	0	0	5311	Software Purchase	0	0	0	0.0%
1,586	1,868	1,932	2,100	5340	Cell Phone	2,100	2,100	0	0.0%
0	0	0	100	5343	Postage	100	100	0	0.0%
44	21	25	300	5421	Office Supplies	200	200	-100	-33.3%
0	0	581	6,000	5510	Training/Tech Support	5,000	5,000	-1,000	-16.7%
1,950	1,950	1,950	1,950	5710	Car Allowance	1,000	1,000	-950	-48.7%
0	0	0	100	5731	Association Dues	200	200	100	100.0%
0	0	0	100	5733	Expense of Meetings	150	150	50	50.0%
50,610	40,632	34,632	40,370	5783	License/Internet Access Fee	42,000	42,000	1,630	4.0%
30,700	39,129	39,129	0	5794	Hardware Equip Lease			0	0.0%
176,114	148,784	142,697	143,433		*Total Expenses*	141,264	141,264	-2,169	-1.5%
430,155	413,799	410,363	416,454		*Total Budget*	419,746	419,746	3,292	0.8%

INSURANCE BUDGET

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

The Town will continue to offer MIIA/Blue Cross Blue Shield health insurance plans for the upcoming fiscal year 2024. 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. Holden will offer two plans to the Medicare eligible retirees and will pay 74% of the premiums for the plan with Massachusetts coverage and 50% of the plan with national coverage.

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, Recreation, Solid Waste, Inspections and Cable Revolving Funds to cover the costs for the employees of each particular department.

An employee Flexible Spending Account was implemented in FY10. There will be no change in the budget.

The premium cost for the Property & Liability Insurance was received from the insurance provider. It is estimated that property and liability insurance will increase about 10%. The cost for this insurance is allocated across all funds. Amounts applicable to Water/Sewer Department, the Municipal Light Department, Recreation, Solid Waste, Inspections and Cable are included in those budgets located elsewhere in this budget booklet.

INSURANCE

Estimated Insurance Budgets

Department	Health	Life	Medicare	Worker's Compensation	Property & Liability
Light	\$374,306	\$1,170	\$25,500	\$38,120	\$56,683
Water/Sewer	\$134,703	\$301	\$11,220	\$15,537	\$28,342
Solid Waste	\$10,650	\$8	\$730	\$904	\$1,418
Inspections	\$27,700	\$23	\$3,000	\$2,168	\$3,401
Recreation	\$38,750	\$155	\$14,529	\$5,420	\$8,503
Cable	\$21,300	\$38	\$1,534	\$2,529	\$1,418
General Fund	\$1,981,000	\$6,000	\$160,000	\$115,985	\$183,650
Total	\$2,588,409	\$7,695	\$216,513	\$180,663	\$283,415

5171 WORKERS COMPENSATION POLICY

Line increased in FY24 budget by \$32,608, due to an anticipated 10 percent increase in premium. The FY23 Worker's Compensation Insurance costs increased as a result of the annual wage audit. Worker's Compensation premiums are calculated by employee wages and claims experience ratings.

5173 TOWN MEDICARE

Line increased in FY24 budget by \$12,000 due to increased wages. The Town must match 1.45% of employee wages for Medicare.

5174 LIFE INSURANCE

Line reduced in FY24 budget by \$1,500, this is based on current actual enrollment in the plan and set premium rates.

5175 HEALTH INSURANCE

Line increased in FY24 budget by \$111,000. There is a 5.6% premium increase for health insurance plans in FY24. The budget was calculated using current enrollment with seven additional family plans to accommodate known life qualifying events and continuous regular enrollment changes.

5740 UNEMPLOYMENT INSURANCE

Line reduced in FY24 budget by \$6,500 based on historical expenses.

5741 PROPERTY/LIABILITY INSURANCE

Line increased in FY24 budget by \$26,681 due to an anticipated 10 percent increase from FY23 actual expenses. This includes premium for adding the new DPW Facility to the policy.

5742 POLICE INSURANCE POLICY

Line increased in FY24 budget by \$1,681 due to an anticipated 10 percent increase from FY23 actual expenses.

5743 FIRE INSURANCE POLICY

Line increased in FY24 budget by \$1,681 due to an anticipated 10 percent increase from FY23 actual expenses.

5744 OFFICIAL BONDS

Line increased in FY24 budget by \$675 for higher bonds limits for 2 employees in the Treasurer/Collectors Department.

5746 FLEXIBLE SPENDING ACCOUNTS

No change.

INSURANCE

DEPARTMENT Non-Departmental	FUNCTION Insurance	FUNCTION CODE 01-900
DEPARTMENT HEAD	PREPARED BY Town Manager's Office	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
62,872	75,368	83,347	83,377	5171 Workers Compensation Policy	115,985	115,985	32,608	39.1%
125,351	128,573	138,822	148,000	5173 Town Medicare	160,000	160,000	12,000	8.1%
5,523	7,397	5,565	7,500	5174 Life Insurance	6,000	6,000	-1,500	-20.0%
1,493,750	1,595,343	1,720,937	1,870,000	5175 Health Insurance	1,981,000	1,981,000	111,000	5.9%
8,257	350	0	15,000	5740 Unemployment - Pay by claim	8,500	8,500	-6,500	-43.3%
102,219	120,840	131,851	156,969	5741 Property/General Liability	183,650	183,650	26,681	17.0%
40,242	41,777	46,524	48,850	5742 Police Insurance Policy	50,531	50,531	1,681	3.4%
40,242	44,468	46,524	48,850	5743 Fire Insurance Policy	50,531	50,531	1,681	3.4%
920	920	1,250	1,000	5744 Official Bonds	1,675	1,675	675	67.5%
5,567	4,469	5,007	6,000	5746 Flexible Spending Account	6,000	6,000	0	0.0%
1,884,943	2,019,505	2,179,827	2,385,546	*Total Expense*	2,563,872	2,563,872	178,326	7.5%
1,884,943	2,019,505	2,179,827	2,385,546	*Total Budget*	2,563,872	2,563,872	178,326	7.5%

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.

- Line #5300 Town Counsel expenses increased \$10,000
- Line #5302 Collective Bargaining expenses increased \$5,000
- Line #5301 Labor Relations expenses increased \$5,000

DEPARTMENT Legal	FUNCTION Legal Services	FUNCTION CODE 01-151
DEPARTMENT HEAD Peter Lukes	PREPARED BY Peter Lukes	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
90,141	180,409	180,869	150,000	5300	Town Counsel	160,000	160,000	10,000	6.7%
81,949	41,956	24,810	25,000	5302	Collective Bargaining	30,000	30,000	5,000	20.0%
17,239	31,318	62,089	30,000	5301	Labor Relations	35,000	35,000	5,000	16.7%
189,329	253,683	267,768	205,000		*Total Expense*	225,000	225,000	20,000	9.8%
189,329	253,683	267,768	205,000		*Total Budget*	225,000	225,000	20,000	9.8%

ACCOUNTING BUDGET

The Accounting Department maintains the Town's financial systems including the general ledger, budget module, and accounts payable systems. The department analyzes and records all financial transactions and provides 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, capital project funds, grants, gifts, trust funds, and light department funds.

REVENUES - Maintain ledger balances on all revenue accounts by: journal entry of all Treasurer's 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** – Create and maintain the budget profile, assist departments with development of their expense budgets, and develop revenue estimates including calculations for indirect costs and annual assessments for the towns that participate in the Wachusett Regional Dispatch Center. Record and maintain department budgets, warrant articles, state assessments, appropriations, budget transfers, capital projects and borrowings.

3. CAPITAL PROJECTS –

- a. **18 Industrial Drive/Fields Project and Water/Sewer Infrastructure Improvements**– The town is continually making improvements to capital assets and infrastructure. As a result there is an increase in contracts, purchase orders and payments that will be tracked and processed through the accounting office as they relate to these projects. Borrowing, monitoring the budget and project progress, processing payments and financial statement reporting will be on-going.
- b. **Regional Dispatch** –There continues to be a significant number of contracts, purchase orders, and invoices being prepared and/or reviewed as the project is still not complete even though the center is operational. Managing the Development grant for this project, tracking expenses, requesting reimbursements from the state and quarterly reporting continue to be handled in the accounting office. This office is also responsible for submitting monthly reimbursement requests for employee salaries to the State under the Support and Incentive grant.

4. REPORTING – Prepare required financial reports for the State such as an annual Balance Sheet, Schedule A, Free Cash Certification, and the annual School Financial report. Distribute monthly revenue and expenditure reports to all departments and produce all necessary trial balances, revenue and expenditure subsidiary ledgers, and general ledger reports. Prepare balance sheet and appropriation and expenditure report for the annual report. Assist with the completion of the tax 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.

FY2024 Budget Highlights:***Salaries/Wages:***

5111 ACCOUNTANT – Increased by the 2% base wage adjustment

5112 CLERICAL - The Assistant Accountant and the clerk are both moving through the steps and as a result wages are increasing in that line item. There have not been any changes to personnel.

Expenses:

5242 EQUIPMENT PURCHASE – decreased from the prior year request of \$500. We do not anticipate needing any additional equipment.

5243 SOFTWARE – This is a new budget line item for FY24 for the purchase and installation of budget software. After viewing a demo of the ClearGov software I feel that this would be beneficial to all of us. It is a cloud based program and it interfaces well with our financial software. All department heads will have access for entering their budget figures. This will significantly reduce the time and effort needed at the outset of each budget year and it will eliminate the need for excel worksheets and printed budget books. The software has modules for the operating budget, the capital budget and for projecting salaries. Year-to-year comparisons and analytical comparisons can be done easily. We will also be able to add amounts after Town Meeting so that the budget book shown on the web-site will reflect the most up-to-date figures. The vendor will waive the implementation fee and will hold the price of \$26,400 for the first three years. We will also be exploring a Community Compact "Best Practices" grant to potentially cover the first year cost.

5343 POSTAGE – line has been increased slightly as a result of increased costs and volume. We have seen an increase in the number of 1099's and grant reimbursement forms that need to be mailed.

5733 TRAINING/EDUCATION – This line is level funded from the previous years and I anticipate that the spending level will return to pre-Covid amounts now that most education programs are coming back. Costs to stays up-to-date with MCPPO training/certification and attendance at the Massachusetts Municipal Auditor and Accountants' Association annual education program held at UMASS Amherst annually, the annual spring conference and other seminars. We will also be also exploring other training opportunities as they become available.

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
110,918	114,246	115,388	117,697	5111 Town Accountant	120,051	122,452	4,755	4.0%
69,673	70,389	82,697	101,086	5112 Clerical	107,055	107,055	5,969	5.9%
180,591	184,635	198,085	218,783	*Total Salary & Wages*	227,106	229,507	10,724	4.9%
2	2	2	3	# Personnel F/T	3	3	0	0.0%
1	1	1	0	# Personnel P/T	0	0	0	0.0%
0	1,973	2,500	500	5242 Equipment Purchase/Maint	0	0	-500	-100.0%
0	0	0	0	5243 N Software	26,400	26,400	26,400	0.0%
25,000	26,000	26,000	26,000	5300 Audit	26,000	26,000	0	0.0%
130	120	150	100	5343 Postage	150	150	50	50.0%
1,888	1,656	1,384	1,500	5421 Office Supplies	1,500	1,500	0	0.0%
125	125	125	125	5731 Association Dues	125	125	0	0.0%
994	1,314	997	2,000	5733 Training/Education	2,000	2,000	0	0.0%
28,137	31,188	31,156	30,225	*Total Expense*	56,175	56,175	25,950	85.9%
208,728	215,823	229,241	249,008	*Total Budget*	283,281	285,682	36,674	14.7%

TREASURER/COLLECTOR BUDGET

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

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

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

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

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

5112 – CLERICAL Line increased by 5,031 to bring the Assistant Treasurer in line with the other Assistant positions due to the roles and responsibilities she is performing. This is a necessity to keep the treasurer/collector office operating effectively and efficiently dealing with personnel, overseeing payroll, having financial responsibility in my absence and interactions with the public. This will allow us to be working collaboratively across all departments to enhance how we use our MUNIS software. The incumbent has been cross training to be able to run payroll in the absence of the payroll coordinator as to have a seamless operations when it comes to front of the office operations and the payroll processing.

TOWN OF HOLDEN

FY 2024 BUDGET

DEPARTMENT Finance	FUNCTION Treasury/Collection	FUNCTION CODE 01-145
DEPARTMENT HEAD Laurie Gaudet	PREPARED BY Laurie Gaudet	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
98,891	103,769	105,767	102,204	5111	Treasurer/Collector	104,249	106,334	4,130	4.0%
132,447	130,992	119,259	136,691	5112	Clerical	143,470	143,470	6,779	5.0%
357	309	1,302	1,000	5132	Overtime	1,000	1,000	0	0.0%
231,695	235,070	226,328	239,895		*Total Salary & Wages*	248,719	250,804	10,909	4.5%
4	4	4	4		# Personnel F/T	4	4	0	0.0%
0	0	0	0		# Personnel P/T	0	0	0	0.0%
1,440	966	1,880	1,800	5242	Equipment Maintenance	1,800	1,800	0	0.0%
3,700	4,292	0	3,000	5301	Tax Title/Advertising	4,000	4,000	1,000	33.3%
5,215	1,236	195	8,500	5305	Tax Foreclosure	8,500	8,500	0	0.0%
24,449	25,699	24,408	25,500	5343	Postage	25,500	25,500	0	0.0%
3,154	2,350	3,510	4,000	5421	Office Supplies	4,000	4,000	0	0.0%
7,334	7,114	4,240	7,500	5580	Billing Expense	7,500	7,500	0	0.0%
1,500	1,500	1,500	1,500	5710	Car Allowance	1,500	1,500	0	0.0%
225	325	125	400	5731	Association Dues	400	400	0	0.0%
568	0	0	750	5733	Training/Education	750	750	0	0.0%
8,047	7,676	7,041	9,000	5784	Bank Charges	9,000	9,000	0	0.0%
0	8,000	0	8,350	5785	OPEB Study	8,350	0	-8,350	-100.0%
55,632	59,158	42,899	70,300		*Total Expense*	71,300	62,950	-7,350	-10.5%
287,327	294,228	269,227	310,195		*Total Budget*	320,019	313,754	3,559	1.1%

RETIREMENT BUDGET

The base retirement assessment is paid in part by the Municipal Light Department, the Water/Sewer Department, the Recreation Department (both Programs and 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 about 10.5%.

Since FY2010 the Town of Holden has taken advantage of a 2% assessment discount offered by the Retirement Board for payment of the entire assessment in July, rather than half in July and half the following January. The assessments listed below reflect a total savings of \$56,591.

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$451,484	\$20,589	\$472,073
Water/Sewer	149,524	9,061	172,042
Recreation Programs	54,045		58,909
Solid Waste	8,613		9,388
Inspections	25,838		28,163
Cable TV	22,554		24,584
General Fund	2,396,486	52,706	2,474,957
Total	\$2,897,028	\$82,356	\$3,240,116

DEPARTMENT Non-Departmental	FUNCTION Retirement Assessment	FUNCTION CODE 01-911
DEPARTMENT HEAD Laurie Gaudet	PREPARED BY Laurie Gaudet	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
1,596,914	1,782,201	2,042,205	2,246,965	5177	Retirement	2,474,957	2,474,957	227,992	10.1%
1,596,914	1,782,201	2,042,205	2,246,965		*Total Expense*	2,474,957	2,474,957	227,992	10.1%
1,596,914	1,782,201	2,042,205	2,246,965		*Total Budget*	2,474,957	2,474,957	227,992	10.1%

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2024. As of June 30, 2022, the total long-term debt outstanding for the Town of Holden was \$46,437,976 of which \$23,675,769 is considered to be inside the debt limit, and \$22,762,207 is considered 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 represents the full and fair cash value of all property in the town. The EQV 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 most recent EQV as of January 1, 2022 is \$2,958,213,400 and results in a debt limit of \$147,910,670.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. During Fiscal Year 2022 the Town issued \$11,695,000 General Obligation Bonds to finance various municipal projects, including the final phase totaling \$9,195,586 of debt issued for the new DPW facility at 18 Industrial Drive. The Bonds were borrowed at a true interest cost (TIC) of 1.66% and received a large premium that reduced the total amount that needs to be repaid. Additionally, the Town issued \$3,098,142 General Obligation Bond Anticipation Notes during Fiscal Year 2022 to finance various other school, water, and sewer projects. The Notes were borrowed at a net interest cost (NIC) of 0.3125%. The Notes were permanently financed at maturity in October 2022.

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.

Debt service related to water or sewer projects is accounted for in the Water & Sewer Enterprise fund.

The Town of Holden Bond rating remains AA+ by S&P Global Ratings. S&P cited the Town's very strong economy, strong financial management, very strong financial position, strong budgetary performance, and very strong budgetary flexibility as positive credit factors. This favorable rating will help with future debt issues.

DEPARTMENT Non-Departmental	FUNCTION Debt Service	FUNCTION CODE 01-710
DEPARTMENT HEAD Laurie Gaudet	PREPARED BY Laurie Gaudet/Lori Rose	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Manager FY 2024	Change from PY	% Change
EXEMPT DEBT							
2,550,000	0	0	0	5921 DE School Building	0	0	0.0%
22,872	521	0	0	5920 DE Mt. View BAN	0	0	0.0%
957,000	961,000	828,440	827,125	5929 DE Public Safety Building	826,125	-1,000	-0.1%
1,220,625	1,183,125	1,145,625	1,108,125	5932 DE Mt.View Construction Perm	1,070,625	-37,500	-3.4%
345,200	332,000	322,000	312,000	5933 DE Mt.View Construction Perm	302,000	-10,000	-3.2%
0	179,000	0	0	5934 DE Public Works Building BAN	0	0	0.0%
0	0	819,356	1,110,311	5935 DE Public Works Building Perm	1,359,519	249,208	22.4%
0	0	10,415	12,687	5936 DE School Capital Project I BAN	0	-12,687	-100.0%
				DE School Capital Project Perm	157,740	157,740	0.0%
				DE Recreation Fields 18 Indust	227,829	227,829	0.0%
5,095,697	2,655,646	3,125,836	3,370,248	sub-total	3,943,838	573,590	0.0%
NON-EXEMPT DEBT							
3,804	0	0	0	5925 Septic Repair	0	0	0.0%
72,013	72,676	39,527	39,529	5928 Connection Loan Debt	37,946	-1,583	-4.0%
91,800	0	0	0	595002 Capital Plan Borrowing FY15	0	0	0.0%
135,450	119,700	114,450	109,200	595005 Capital Plan Borrowing FY18	0	-109,200	-100.0%
303,067	192,376	153,977	148,729	sub-total	37,946	-110,783	-74.5%
5,398,764	2,848,022	3,279,813	3,518,977	*Total Budget*	3,981,784	462,807	13.2%

"Exempt Debt" is debt that is excluded from the limits of proposition 2 1/2 and requires a ballot vote. The total amount above will be reduced by approximately \$25,729 for bond premiums received for an estimated net debt exclusion of \$3,918,108.66

"Non-Exempt Debt" is debt that is funded within the limits of propositions 2 1/2.

ASSESSORS/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. Fiscal Year 2024 will be an Interim Year. Revaluation will be conducted in Fiscal Year 2027.

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.

5242- EQUIPMENT MAINTENANCE/SOFTWARE

Line decreased by \$7,028 as it no longer includes the cost to build and install a custom Munis Bridge to transfer the Vision Cama real estate tax file to the Munis tax billing module.

5254 – EQUIPMENT MAINTENANCE/HARDWARE

Line reduced to 0 as the FY2023 budget was for the cost of the printer which should be installed before the end of June.

5791 – REVALUATION

Interim year costs are reduced during the years between actual full revaluation years. These costs reflect the work by our vendors to provide analysis and review of data resulting in new values for the Fiscal year. The cost for valuation of utility personal property accounts increased two years ago, due to the new methodology requirements by the Department of Revenue, resulting in higher costs for RRC.

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
96,318	99,208	100,200	102,204	5110	Principal Assessor	104,249	106,334	4,130	4.0%
55,115	62,757	60,112	70,604	5112	Clerical	78,572	78,572	7,968	11.3%
2,695	5,095	4,145	18,720	5119	Data Collector PT	18,720	18,720	0	0.0%
1,600	1,600	1,600	3,200	5120	Board of Assessors (stipend)	3,200	3,200	0	0.0%
0	0	0	0	5126	Mapper (stipend)	0	0	0	0.0%
155,728	168,660	166,057	194,728		*Total Salary & Wages*	204,741	206,826	12,098	6.2%
3	3	3	3		# Personnel F/T	3	3	0	0.0%
5	5	5	4		# Personnel P/T	4	4	0	0.0%
								0	
0	0	0	3,000	5242	Equip Maintenance/hardware	0	0	-3,000	-100.0%
283	12,164	12,916	22,028	5243	Equip Maintenance/software	18,000	18,000	-4,028	-18.3%
302	294	294	350	5340	Cell Phone	350	350	0	0.0%
1,975	1,000	2,200	1,200	5343	Postage	1,200	1,200	0	0.0%
1,303	1,341	1,878	2,000	5421	Office Supplies	2,000	2,000	0	0.0%
799	0	185	1,000	5422	Printing	1,000	1,000	0	0.0%
804	637	1,927	3,500	5510	Personnel Training	3,500	3,500	0	0.0%
2,094	1,565	1,357	3,000	5711	Mileage Reimbursement	3,000	3,000	0	0.0%
159	134	231	500	5731	Association Dues	500	500	0	0.0%
95	55	97	200	5732	Subscriptions	200	200	0	0.0%
188	212	156	850	5784	Deeds/Abstracts	850	850	0	0.0%
11,000	12,000	64,000	20,000	5791	Revaluation	20,000	20,000	0	0.0%
479	159	223	500	5794	Office Equipment	500	500	0	0.0%
19,481	29,561	85,464	58,128		*Total Expense*	51,100	51,100	-7,028	-12.1%
175,209	198,221	251,521	252,856		*Total Budget*	255,841	257,926	5,070	2.0%

TOWN CLERK

Often considered the doorway to local government, the Town Clerk's office responds to inquiries and serves as the central information point for residents and visitors alike. The Town Clerk serves you as:

Chief Election Official: supervises voter registration, oversees polling places, early voting, mail in voting, election officers, and the general conduct of all elections as well as directs the preparation of ballots, polling places, voting equipment, voting lists, administers campaign finance laws, certifies nomination papers and initiative petitions, and serves on the Board of Registrars. The Clerk conducts the annual town census and prepares the street list of residents.

Recording Officer: records and certifies all official actions of the Town, including Town Meeting legislation and appropriations, election results, Planning and Zoning Board decisions, signs all notes for borrowing and is the keeper of the town seal. The Town Clerk attests by signature and seal to bonds, contracts, bylaws, resolutions and any other documents requiring town certification.

Licensing Officer: issues liquor licenses, common victualler licenses, marriage licenses, business certificates, drain layer licenses, dog licenses, underground fuel storage registrations and raffle permits.

Registrar of Vital Statistics: keeps all official records of births, deaths, and marriages, providing the basis for the Commonwealth's central vital registration system.

Public Records Officer: provides certified copies of vital records and is responsible for maintenance, disposition, and preservation of municipal archival records and materials. The Town Clerk maintains the official town bulletin board and the calendar for the scheduling of meetings of any town board, commission or committee (including subcommittees). Board, Committee and Commission meeting minutes are filed with the Town Clerk.

The Town Clerk administers the oath of office to all town officials, whether they are elected or appointed. The Town Clerk, the Assistant Town Clerk and Senior Clerk are Notaries Public and Commissioners to Qualify Public Officers. The Town Clerk is a Justice of the Peace authorized to solemnize marriages.

5125 – BOARD OF REGISTRARS

The line remained the same.

5126 – ELECTION/TOWN MEETING PERSONNEL

The line decreased due to less elections in FY '24. Annual Town Election, May 13, 2024, Presidential Primary, March 5, 2024. Early voting for a week for the presidential primary, an election workshop and a Special Town Election if needed.

5132 – OVERTIME

The line decreased due to less elections.

5242 – EQUIPMENT MAINTENANCE

The line item increased slightly due to an increase in the maintenance fee for Pitney Bowes.

5311 – RECORDS PRESERVATION

The line decreased as the office works to continue record preservation projects after a busy election season. The goal is to focus on preserving the vital records in calendar year 2023.

5340 – CELL PHONE

The line remained the same.

5343 – POSTAGE

The line decreased even though there will be mail in voting for the Annual Town Election. The State is not mailing out applications for municipal elections. The State will be mailing vote by mail applications for the Presidential Primary. The Office mailed a total of 5,892 ballots this Fall at a cost of 81 cents per ballot. It cost \$4,800. The Office sends out confirmation and acknowledgement notices to all new voters, political party changes and pre-registrants which is usually around 5,000 pieces of mail a year at a cost about \$2,800.

5421 – OFFICE SUPPLIES

The line remained the same.

5582 – ELECTION/TOWN MEETING EXPENSES

The line decreased due to less elections. Included is the cost for a Special Town Election if needed.

5583 – CENSUS

The line increased due to postage, paper and increase in households who don't respond to the Annual Town Census which requires me to send out a second notification in May. There are roughly 8,400 households but the second mailing is sent to the voter and not the household so the cost of postage and paper increases.

5711 – MILEAGE REIMBURSEMENT

The line remained the same.

5731 – ASSOCIATION DUES

The line remained the same.

5732 – SUBSCRIPTIONS

The line increased slightly due to an increase in subscription to the Landmark.

5733 – EDUCATION

The line remained the same. Hopefully, this summer the Assistant Town Clerk will begin her training to become a Certified Municipal Clerk.

TOWN CLERK REVENUE/FEES COLLECTED

No change to the projected revenue. This is a static amount anticipated from processing vital records and recording fees for swearing in notaries. The fees collected for the Board of Selectmen are expected to remain the same.

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
77,509	82,559	87,212	93,529	5110	Town Clerk	99,160	99,160	5,631	6.0%
95,561	101,645	105,036	108,311	5112	Clerical	110,301	110,301	1,990	1.8%
1,150	1,150	1,150	1,150	5125	Registrar/Census Coll.	1,150	1,150	0	0.0%
15,554	32,194	8,745	50,311	5126	Election/Tn Mtg Pers.	37,468	37,468	-12,843	-25.5%
959	1,820	402	2,231	5132	Overtime	1,611	1,611	-620	-27.8%
190,733	219,368	202,545	255,532		*Total Salary & Wages*	249,690	249,690	-5,842	-2.3%
3	3	3	3		# Personnel F/T	3	3	0	0.0%
57	57	57	57		# Personnel P/T	65	57	0	0.0%
627	3,295	1,046	4,850	5242	Equipment Maintenance	5,000	5,000	150	3.1%
2,355	2,690	2,303	25,190	5311	Record Preservation	17,290	17,290	-7,900	-31.4%
497	498	498	540	5340	Cell Phone	540	540	0	0.0%
2,300	2,824	12,306	11,273	5343	Postage	7,929	7,929	-3,344	-29.7%
3,948	1,901	4,248	4,000	5421	Office Supplies	4,000	4,000	0	0.0%
11,440	5,925	9,544	21,830	5582	Election/TnMtg Expenses	19,790	19,790	-2,040	-9.3%
8,575	9,944	12,696	11,010	5583	Census	14,010	14,010	3,000	27.2%
138	182	312	400	5711	Mileage Reimbursement	400	400	0	0.0%
490	589	614	750	5731	Association Dues	750	750	0	0.0%
103	60	115	110	5732	Subscriptions	120	120	10	9.1%
622	1,378	1,806	3,610	5733	Education	3,610	3,610	0	0.0%
31,095	29,286	45,488	83,563		*Total Expense*	73,439	73,439	-10,124	-12.1%
221,828	248,654	248,033	339,095		*Total Budget*	323,129	323,129	-15,966	-4.7%

DEPARTMENT OF PLANNING AND DEVELOPMENT

The Department is responsible for the operation of Planning, Conservation, Health, Zoning, Open Space and Recreation, and Historic District Commission. 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. The Commission is also responsible for Forest Management and involved in Open Space Protection.

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. Nursing services are also provided to aid in the prevention of the spread of communicable disease. This work is done to insure compliance with the appropriate State regulations.

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 60 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/Enforcement Officer, two Senior Clerks, and a Conservation Commission Agent as well as participation in the Leicester Regional Public Health Coalition. The Building Commissioner and both senior clerks have responsibilities to the Inspections Division and Solid Waste Programs as well as Planning and Development.

Line Item Highlights for Fiscal 2024

1. Salaries: Positions within the Planning and Development are set to increase modestly around 3% with the exception of the Planning Director/Town Planner position as the salary has decreased with the new hire for the position. Both the Director Position and Senior Clerk positions also withdraw wages from the Waste Management account.
2. Wachusett Recycling Center: This line item has increased moderately from \$11,984 FY23 to \$12,800 for FY24 due to current inflation pressures.
3. Software License/Support: People's GIS, which is used by the Planning and Development for on-line permitting has increased in cost by 3% from \$6,500 to \$6,890.
4. Health Programs: The Stericycle contract for needle disposal increased by 5% from \$1,200 to \$1,300.
5. Non-Capital Equipment: The Department of Public Works has historically paid for the copier and plotter that are communally used in Town Hall. The DPW with has hence departed Town Offices to their new building on Industrial Drive as of December 2022 the Department of Planning and the office of the Town Clerk will assume the financial responsibility of the copier payments and maintenance costs. The Planning and Development has budgeted \$700 for FY24 for the shared copier within Town Hall.
6. Holden's contract with the Worcester Regional Public Health Alliance expired June 30, 2021. The FY22 budget incorporated funding to hire a full time board of health agent and a part time public health nurse. The Massachusetts Department of Public Health provided new grant opportunities to regionalize Board of Health services to municipalities, Holden partnered with Leicester, Barre, Hardwick, North Brookfield, New Braintree and New Salem and was awarded \$300,000 for services to the 7 communities. Through this IMA agreement Holden is provided 32 hours of in Town agent services as well as public nursing services, greatly reducing the budget needed to staff the two positions. The contract began in FY 2022 and will expire at the end of FY 2024 with in annual increase. Funding was awarded for FY 22-FY 24, it is expected the grant award will be renewed after the three year expiration. At this time, through the consortium, a part-time health agent is being sought to hire. This line item

moderately increased from \$42,600 to \$51,500. Board of Health operations are planned to be put under the Fire Department's Community Risk Reduction sector.

7. All other line items within the Planning and Development Department have been level fund from the previous fiscal year.

TOWN OF HOLDEN

FY 2024 BUDGET

DEPARTMENT Planning and Building	FUNCTION Building/Board of Health/Planning/Zoning/Conservation/Historic District	FUNCTION CODE 01-171
DEPARTMENT HEAD Chantell Fleck/David Lindberg	PREPARED BY Chantell Fleck and David Lindberg	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
77,055	79,367	80,154	81,763	5110	Director of Planning and Development	70,604	70,604	-11,159	-13.6%
33,855	34,870	35,219	35,924	5111	Code Enforcement Officer	36,642	36,642	718	2.0%
45,392	46,572	47,027	47,960	5112	Clerical	48,740	48,740	780	1.6%
1,347	2,629	1,297	5,000	5122	Clerical Meetings	5,000	5,000	0	0.0%
24,899	43,046	44,880	46,369	5120	Conservation Agent	47,112	47,112	743	1.6%
182,548	206,484	208,577	217,016		*Total Salary & Wages*	208,098	208,098	-8,918	-4.1%
4	4	4	5		# Personnel F/T (shared)	5	5	0	0.0%
2	1	1	0		# Personnel P/T	0	0	0	0.0%
10,102	11,617	11,617	12,124	5298	Wachusett Recycling Center	12,800	12,800	676	5.6%
1,500	1,500	1,500	1,800	5299	Greenway Task Force	1,800	1,800	0	0.0%
2,318	2,000	1,530	2,400	5301	Advertising	2,400	2,400	0	0.0%
0	450	3,031	2,600	5303	Consulting Services	2,600	2,600	0	0.0%
1,500	6,500	6,500	6,500	5311	Software License/Support	6,890	6,890	390	6.0%
2,043	2,915	2,497	2,600	5340	Cell Phones	2,600	2,600	0	0.0%
2,745	2,240	3,156	3,200	5343	Postage	3,200	3,200	0	0.0%
1,467	2,557	3,048	3,000	5421	Office Supplies	3,000	3,000	0	0.0%
491	448	546	1,200	5500	Health Programs (Stericycle)	1,300	1,300	100	8.3%
825	685	1,035	1,500	5509	Train/Educ/Programs	1,500	1,500	0	0.0%
0	0	840	7,000	5582	Non Capital Equipment	700	700	-6,300	-90.0%
240	181	2,266	1,500	5711	Mileage Reimbursement	1,500	1,500	0	0.0%
4,967	5,092	5,219	5,950	5730	CMRPC Dues	6,140	6,140	190	3.2%
1,101	1,164	1,079	1,600	5731	Association Dues	1,600	1,600	0	0.0%
130	140	180	300	5733	Expense of Meetings	300	300	0	0.0%
0	95	0	0	5734	Open Space and Rec Plan	0	0	0	0.0%
0	38,800	0	0	5735	Re-Use Analysis Adams Rd	0	0	0	0.0%
77,500	79,050	0	42,600	5793	Board of Health Regionalization	0	0	-42,600	-100.0%
65	0	0	0	5794	Software Purchase	0	0	0	0.0%
106,994	155,434	44,044	95,874		*Total Expenses*	48,330	48,330	-47,544	-49.6%
289,542	361,918	252,621	312,890		*Total Budget*	256,428	256,428	-56,462	-18.0%

SEALER WEIGHTS & MEASURES

BUDGET HIGHLIGHTS

The budget remains consistent from FY 23 into FY24, when the sealers compensation correlated to a per inspection basis. The salary is based on fees collected from retailers. There is no change in the proposed pay structure

SUMMARY OF FUNCTION

The Sealer of Weights & Measures budget was moved from Planning and Development to the Building Department in FY 2023. 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.

DEPARTMENT Sealer Weights & Measures	FUNCTION Consumer Protection	FUNCTION CODE 01-177
DEPARTMENT HEAD David Lindberg	PREPARED BY David Lindberg	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
4,000	5,024	4,892	6,000	5120	Sealer Wghts/Measures	6,000	6,000	0	0.0%
4,000	5,024	4,892	6,000		*Total Salary & Wages*	6,000	6,000	0	0.0%
0	0	0	0		# Personnel F/T	0	0	0	0.0%
1	1	1	1		# Personnel P/T	1	1	0	0.0%
400	0	336	0	5582	Supplies	0	0	0	0.0%
400	38	0	0	5710	Car Allowance	0	0	0	0.0%
266	0	0	0	5731	Association Dues/Ed	0	0	0	0.0%
1,066	38	336	0		*Total Expense*	0	0	0	0.0%
5,066	5,062	5,228	6,000		*Total Budget*	6,000	6,000	0	0.0%

TOWN OF HOLDEN

FY 2024 BUDGET

	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Request FY 2024	Manager FY 2024	Change from PY	% Change
PUBLIC SAFETY								
Police Department	2,240,412	2,347,662	2,444,088	2,716,114	2,787,946	2,787,946	71,832	2.6%
Dispatch	337,114	395,722	403,535	872,862	904,167	904,167	31,305	3.6%
Animal Control	51,096	63,118	69,787	80,765	86,971	85,971	5,206	6.4%
Fire Department & EMS	2,144,736	2,238,534	2,393,611	2,588,944	2,632,546	2,632,546	43,602	1.7%
Community Risk Reduction	82,994	84,265	89,644	101,889	172,408	172,408	70,519	69.2%
Public Safety Building	183,567	182,080	228,925	200,500	222,038	222,038	21,538	10.7%
TOTAL	5,039,919	5,311,381	5,629,590	6,561,074	6,806,076	6,805,076	244,002	3.7%

POLICE**MISSION STATEMENT**

"The officers and employees of the Holden Police Department are committed to being responsive to our community in the delivery of quality police services. Recognizing our responsibility and commitment to maintain order, while affording dignity and respect to every person, our objective is to improve the quality of life through a public partnership which promotes a safe and secure community."

Current Police Staffing (We are requesting no additional police positions in FY24)

1 Chief

2 Lieutenants

5 Sergeants

17 Patrol Officers

1 Part-time Patrol Officer

2 Full-time Civilian Support Staff (Department Secretary/Department Administrator)

CHIEF OF POLICE

I am pleased to present FY 2024 budgets for the Holden Police Department, Wachusett Regional Communications Center, Public Safety Building, and Animal Control. This has been a busy year for the Police Department. We have recently been awarded full accreditation status by the Massachusetts Police Accreditation Commission. We are now one of only a handful of police departments in Worcester County to achieve this level of professional excellence. Reaching this status takes a department wide commitment and I am very proud of how the men and woman of HPD responded to this challenge. Additionally, the Town of Holden was recently named one of the 100 safest communities in America to reside. All of the credit goes to the men and women of the Holden Police Department and the positive relationship we have fostered with our community.

I am happy to report our K9 has graduated from almost a year's worth of training at the Boston Police K9 Academy and is now certified as a Police Working Dog. Our K9 is specifically trained in apprehension, narcotics, and tracking. I consider this dog to be a "force multiplier" and will enhance our ability to respond to a variety of incidents in town.

Staffing the department continues to be a challenge as public interest in law enforcement has decreased. This appears to be a nationwide issue and we will have to find new ways to attract future police officers to the profession. We are currently in the process of filling our last two open positions after we had some recent retirements. We are hopeful that all positions will be filled by 7/1/2023 at the latest.

The Police Department has been broken down into two distinct divisions. Each division is commanded by a Lieutenant. The following is a brief description of each division and the services they provide.

ADMINISTRATIVE DIVISION

The Administrative Division falls under the command of the Administrative Lieutenant and includes the Department Administrator and Police Secretary. One of the primary duties of the Administrative Lieutenant is to maintain the department's Accreditation status. This includes writing numerous policies and ensuring our police officers comply with them.

Additionally, as the police department's internal affairs investigator, the Administrative Lieutenant also serves as the department's liaison to the newly created Massachusetts POST Commission which handles police discipline cases.

The Administrative Lt. is also our department grant writer and we have been very successful in securing grant money for things like security cameras, speed board signs, bullet proof vests, police equipment, and our new K9 unit.

Currently, the Administrative Lt. supervises our Animal Control Officers, Traffic Officer, and civilian support staff. Along with that, the Lt. serves as the police department's liaison to our Communications Center.

OPERATIONS DIVISION

The Operations Division is the largest and most visible element of the Holden Police Department. The Division is responsible for providing round the clock police service to the community as well as any Criminal Investigations that occur within Holden. The Division is commanded by the Operations Lieutenant and is further broken down into two sections, the Patrol Section and Criminal Investigations Section.

The Patrol Section currently consists of four Patrol Sergeants, thirteen full-time police officers supplemented by one part-time officer. Patrol Officers provide initial response to all requests for police service, maintain order, enforce criminal and traffic laws, and protect people and property. Uniformed patrol officers are primarily assigned to three shifts (7am-3pm, 3pm-11pm, and 11pm-7am) and can be observed on foot, marked cruiser, motorcycle or bikes. All shifts are under the command of a Patrol Sergeant.

The Criminal Investigation Section currently consists of one Detective Sergeant, two detectives, one School Resource Officer assigned to Wachusett Regional High School and the Court Officer. The primary purpose of this section is to investigate criminal activity that goes beyond of the scope of what a police officer would handle in the field. Detectives assigned to this section are specially trained in fingerprints, sexual assaults, breaking and entering investigations, and juvenile crime.

CHANGES:

In reviewing the FY 24 request, there are relatively few changes from the FY23 budget. Here is a summary of the changes:

Salary and Wages:

NOTE: The Patrolman's Union and Supervisor's Union contracts have been settled. Changes in these line items reflect those increases.

5110 Chief of Police

\$7,579 increase due to Step increase and COLA

5111 Deputy Chief of Police

This line item was previously titled "Admin Lieutenant". The Deputy Chief of Police position is a new rank within the Holden Police Department. This position is non-union and salaried. Please read the following description of this position:

DEFINITION

The Deputy Police Chief assists the Police Chief in planning, organizing and directing the patrol, investigative, administrative, internal affairs and support service activities of the department; and assumes responsibility for the Department in the Chief's absence. In addition, the Deputy Chief will serve as the Department's Accreditation Manager.

ESSENTIAL FUNCTIONS

The essential functions or duties listed below are intended only as illustrations of the various type of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

- Will serve as the Executive Officer of the Holden Police Department
- In the Chief's absence, the Deputy Police Chief will assume operational and administrative control of the Police Department
- The Deputy Chief will be the Accreditation Manager for the Department. It will be his/her responsibility to ensure that the Department maintains its Accreditation status.
- The Deputy Chief will be responsible for all Internal Affairs complaints. In that capacity, the Deputy Chief will ensure that any and all necessary records are turned over to POST.
- The Deputy Chief will be responsible for the direct supervision of the Administrative and Operations Lieutenants.
- The Deputy Chief will serve as the Holden Police Department's liaison to other Town Departments i.e. Holden Fire, DPW, HMLD, and the WRECC
- The Deputy Chief will represent the Town/Department in labor negotiations with the two bargaining units
- The Deputy Chief will assist the Chief in developing and presenting the budget

- Assists the Chief in establishing disciplinary procedures.
- Assist the Chief with coordination of various elements and requirements of the recruitment, selection and promotion processed, including obtaining lists of qualified individuals, interviewing, insuring proper background investigations and making recommendations to the Chief.
- Responsible for oversight of Departmental appearance, efficiencies, initiatives and capability of all personnel exercising appropriate advice, counselling and motivation to those individuals requiring improvement plans.
- Responsible for applying and administering State and Federal grants
- Responsible for creating and administering the Employee Evaluation Program
- Will serve as the Elder Affairs coordinator
- Will serve as the HPD liaison to the WRSD
- The Deputy Chief will have overall operational control over the Detective Bureau, in that capacity, the Detective Sergeant will report directly to him/her.
- The Deputy Chief will have supervisory control personnel evaluation system
- The Deputy Chief will have supervisory control over Animal Control
- The Deputy Chief will ensure that all officers are keeping up with their in-service requirements

Reasons for the creation on the position: Currently, the Holden Police Department has a Lieutenant investigating Internal Affairs complaints against other police officers. The problem is the Lieutenant is in the same union as the officers he is investigating. It could create a potential conflict so it became necessary to create a rank that was outside of the Union. Many communities of similar size to Holden such as Auburn, Ayer, Littleton, Westborough and many others have created a similar position for the reasons stated above.

Taking into consideration the Town of Holden's growth (20,000 pop) and the increase in call volume for the Police Department, the Deputy Chief of Police position is part of the overall future staffing plan for the Police Department. Depending on who is selected to fill this rank, I plan to leave a Lieutenant or Sergeants position open for a year and then request to backfill that position as well as request another Police Officer in FY25.

5112 Admin Clerical

\$4,918 increase due to COLA and Step increases for the Police Department Secretary and the Department Admin.

5113 Community Policing

This line is used for Community Policing events ex. Holden Days, Road Races, Public Safety Day etc. **No changes to this line**

5114 Full Time Police Officers This line will reflect the rest of the Police Department's staff with the exception of the Deputy Chief of Police. The \$38,847 dollar increase is due to contractual obligations after both union contracts were settled.

5119 Part time Police Officers

We currently employ one part-time Police Officer at Holden PD. Since the development of the POST system in Massachusetts, all part time police officers are required to attend additional training or a "bridge academy" to keep their certification to work. Our (1) part time officer has successfully completed his training and helps to fill many vacant shifts instead of paying out overtime. **No changes to this line**

5132 Admin Special Details

This line is used for special events such as funerals, road races, charity events and pays for detail officers to help with traffic. **No change to this line**

5134 Court Overtime

Contractually, Holden Police Officers are allotted (6) hours of Court OT a month to conduct traffic hearings. In addition, this line pays overtime costs for trials. If we had a major case that required multiple police officers to attend court for an extended period of time, this line would diminish quickly. **No change to this line**

5135 OT Misc & Training

This line pays overtime costs of sending people to training. Often time training occurs on days off or it takes place in another location or extends past regular working hours. We encourage our Police Officers to look for training opportunities especially if it will help the department become more self-sufficient. **No change to this line**

5136 Highway OT/Detective Investigations

You will see a request for a \$5,000 increase in this line. We typically go over the allotted \$45,000 every year. Each HPD Officer has vacation, personal days, holidays, sick time, family sick time etc. We try to accommodate time off within reason. If they put in for time off three days in advance, it is granted by contract. Last minute time can be denied. This creates many holes in the schedule that has to be filled by OT or our (1) part time officer.

5140 Performance Bonus

This is paid out annually to Lieutenants and Sergeants who meet certain criteria and is contractual. **No change to this line**

5144 Education Stipend

You will notice an increase in this line. Officers hired after 2010 receive a contractual fixed educational stipend and not the "Education Quinn". Since taking over as Chief in 2020, we have hired (9) new officers who are eligible to receive this stipend with another two positions to be filled shortly. As our older Quinn eligible officer retire, they will continue to be replaced by Officers who receive this fixed stipend. The "Education-Quinn" line will decrease and the "Education-Stipend" line will increase. It should be noted, "Education-Quinn" is a percentage of the officer's base salary which continues to go up. The stipend is fixed and will save the Town money in the long run.

POLICE

Quinn Eligible Officers:**Education Stipend**

Bachelor's Degree	20% of base salary	Bachelor's Degree	\$5000
Master's Degree	25% of base salary	Master's Degree	\$6500

11 Officers are currently eligible for Quinn Bill payments

14 Officers are now eligible for Educational Stipends

5147 Shift & Supervisor Differential

This line pays for contractual shift differentials for officers assigned to the 11pm-7am shift. In addition, if there is no Sergeant on duty, the senior officer on shift receives supervisor differential. This occurs most frequently on the midnight shift where there is only one Sergeant assigned to that shift and he works 4 days on 1 off.

5148 Holiday Pay

\$500 increase in this line due to having more officers that would be eligible to receive holiday pay.

Expenses:**5242 Equipment Maintenance**

There is a \$3000 increase in this line due to the rising cost of ammunition. We require our police officers to qualify (3) times a year with duty weapons. Additionally, police academy recruits go through (1) week of firearms training which uses up an enormous amount of ammunition. We also have a SWAT (sniper) that is a member of the regional CEMLEC SWAT team who is required to qualify with his weapons a few times a year. On average, the Department spends over \$20,000 a year just on ammunition. We also use this line item to purchase other equipment that the department needs but ammunition takes up at least half of this.

5244 Radio Maintenance

Due to a recent Development grant for the Regional Dispatch Center, the Police Department received new radios. This line item is associated with the cost of fixing portable radios. These radios will last for an extended period of time and therefore repair costs should be minimal. **NO CHANGE**

5304 Physicals

Associated with the cost of pre-academy physicals for new hires. **NO CHANGE**

5340 Cell Phones

\$1500.00 dollar increase in this line due to Service Provider (**Verizon**) cost increases.

5343 Postage
NO CHANGE

5410 Petro Products
There is a \$2000 increase due to an estimated rise in the cost of fuel

5421 Office Supplies
NO CHANGE

5430 Building Maintenance
NO CHANGE

5480 Vehicle Maintenance, 5490 Prisoner Food
NO CHANGE

5509 Training and Education
NO CHANGE

5581 Uniforms
NO CHANGE but is contractual allotment for uniforms.

5582 Office Equipment
\$200.00 increase based on FY22/23 spending.

5584 Defib Equipment
NO CHANGE

5730 Police Motorcycle
This line item is used for the lease of a Harley Davidson Police Motorcycle. The lease renews every year and we will receive a new bike at the start of the new fiscal year. The vendor will transfer all of the emergency lights and equipment each year when we receive our new bike. The Motorcycle has been used on patrol for traffic enforcement and for community events such as Holden Days and Halloween in Holden. Only officers who have attended and passed the police motorcycle school will be allowed to operate the bike.

5731 Association Dues

\$500.00 increase due to professional associations such as IACP, NECOP, MCOP, and CMCOP increasing annual membership costs.

5733 Expense of Meetings, 5787 Lock up Fees, and 5789 Traffic Signs
NO CHANGE

Capital Requests for Police - We are requesting (3) vehicles. Two are fully marked police vehicles and follow the police vehicle replacement plan. Additionally, we are requesting one unmarked vehicle which will be used by the Town Manager. The Town Manager's current vehicle will be turned over to the Police Department and used as an unmarked vehicle for police operations.

EXPENDITURE	TOWN MANAGER RECOMMENDED 2024
Cruisers (2)	\$130,000
Replace SUV #7	\$37,000
Protective Vests	\$25,000

5 YEAR STAFFING PLAN FOR THE POLICE DEPARTMENT

The following is a brief (5) year staffing plan for the Police Department. The intention of this is to provide FINCOM with a road map for the Police Department going forward. This will avoid surprise requests in upcoming fiscal years and provide clarity and transparency in the future. To meet the growing population of Holden, as well as an increase in calls for service, the following staffing changes will be requested in the future:

Current Staffing as of 01/15/2023

Current population of Holden (2020 census) **19,905**

Current calls for service: approximately 18,500

Command Staff

1 Chief

2 Lieutenants

5 Sergeants

TOWN OF HOLDEN

FY 2024 BUDGET

Patrol Officers

17 Patrol Officers

Desired Staffing (5) years from now

Projected population of Holden (2028) 21,000-22,000

Projected calls for service: 20,000-21,000

Command Staff

1 Chief

1 Deputy Chief

2 Lieutenants

5 Sergeants

Patrol Officers

18 Patrol Officers

FY24

- Promote a Deputy Chief
- Leave Lt. or Sgt. position vacant depending on what rank the promotion comes from
- Fill all (25) positions we are currently budgeted for

FY25

- Request (1) Full-time Police Officer position
- Backfill the Lt. or Sgt. position that was vacated due to the Deputy Chief promotion

FY26 No additional staffing requests

FY27

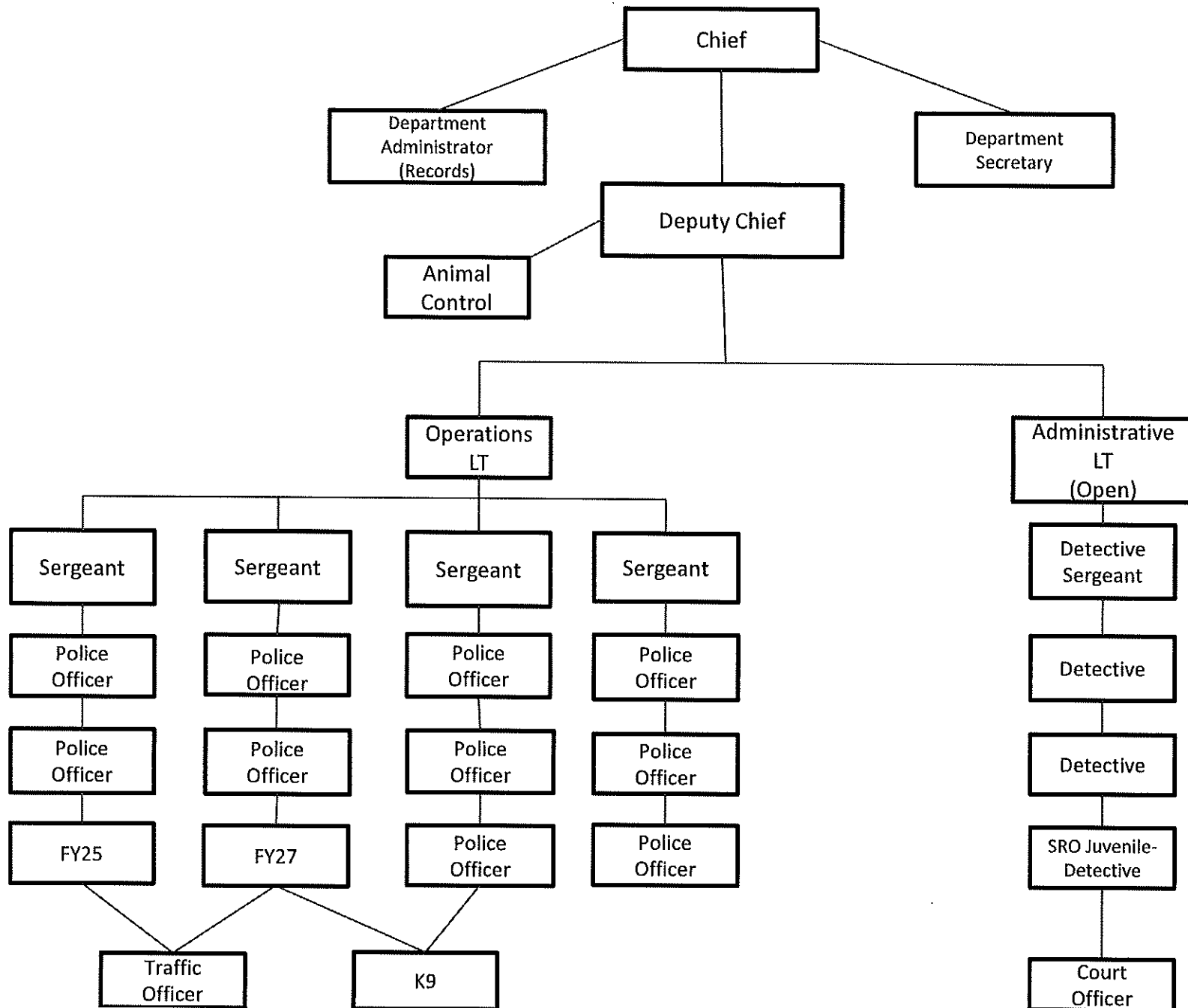
- Request (1) Full-time Police Officer position

FY28 No additional staffing requests

Notes:

- It is my estimation, (27) full-time police officers is appropriate to effectively and efficiently provide policing services for the Town of Holden for the next 5-7 years

Holden Police Department Staffing Plan & Organizational Chart



TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
153,135	112,041	117,690	124,845	5110	Chief of Police	132,424	132,424	7,579	6.1%
21,713	52,910	103,487	111,604	5111	Admin Lieutenant	118,852	118,852	7,248	6.5%
					N Pomote Deputy Chief	4,754	4,754	4,754	0.0%
119,888	119,116	122,419	127,108	5112	Admin Clerical	132,026	132,026	4,918	3.9%
9,140	1,975	5,985	10,000	5113	Community Policing	10,000	10,000	0	0.0%
1,358,239	1,343,454	1,404,111	1,655,407	5114	Full Time Police Officers	1,694,254	1,694,254	38,847	2.3%
					N Promote to Seargant	2,400	2,400	2,400	0.0%
17,639	17,293	11,047	15,000	5119	Part Time Officers	15,000	15,000	0	0.0%
3,617	9,515	3,315	10,000	5132	Admin Special Details	10,000	10,000	0	0.0%
4,877	2,905	6,171	35,000	5134	Court Overtime	35,000	35,000	0	0.0%
12,867	25,068	11,515	40,000	5135	O T Misc & Training	40,000	40,000	0	0.0%
74,840	73,432	71,370	45,000	5136	Highway OT Det/Invest	50,000	50,000	5,000	11.1%
6,000	6,710	7,210	7,000	5140	Performance Bonus	7,000	7,000	0	0.0%
24,560	133,709	85,208	0	5141	Injured on Duty	0	0	0	0.0%
10,000	31,212	31,500	42,500	5144	Education - Stipend	57,500	57,500	15,000	35.3%
17,268	18,189	21,076	17,000	5147	Shift & Supervisor Differential	13,000	13,000	-4,000	-23.5%
7,208	7,988	8,273	8,000	5148	Holiday Pay	6,500	6,500	-1,500	-18.8%
203,235	200,990	205,772	216,150	5160	Education - Quinn	199,836	199,836	-16,314	-7.5%
2,044,226	2,156,507	2,216,149	2,464,614		*Total Salary & Wages*	2,528,546	2,528,546	63,932	2.6%
25	25	27	27		# Personnel F/T	27	27	0	0.0%
3	3	3	2		# Personnel P/T	2	2	0	0.0%

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
44,459	49,779	62,676	53,000	5242	Equipment Maintenance	56,000	56,000	3,000	5.7%
1,165	0	215	2,000	5244	Radio Maintenance	2,000	2,000	0	0.0%
3,632	1,206	3,729	1,500	5304	Physicals	1,500	1,500	0	0.0%
15,935	15,987	17,659	16,000	5340	Pager/Cell Phone	17,500	17,500	1,500	9.4%
1,096	1,071	963	1,500	5343	Postage	1,500	1,500	0	0.0%
26,489	28,088	39,590	40,800	5410	Petro Products	43,500	43,500	2,700	6.6%
8,606	7,836	6,285	7,000	5421	Office Supplies	7,000	7,000	0	0.0%
2,758	2,839	3,914	5,000	5430	Building Maintenance	5,000	5,000	0	0.0%
12,612	17,090	18,071	20,000	5480	Vehicle Maintenance	20,000	20,000	0	0.0%
521	100	302	500	5490	Prisoner Food	500	500	0	0.0%
37,163	29,588	31,068	47,000	5509	Training & Education	47,000	47,000	0	0.0%
1,646	0	0	0	5510	Safety Programs	0	0	0	0.0%
35,962	33,989	36,681	45,000	5581	Uniforms	45,000	45,000	0	0.0%
958	1,128	2,366	2,000	5582	Office Equipment	2,200	2,200	200	10.0%
284	0	0	1,000	5584	Defib Equipment	1,000	1,000	0	0.0%
		0	5,000	5730	Police Motorcycle Lease	5,000	5,000	0	0.0%
2,615	2,454	3,936	2,500	5731	Association Dues	3,000	3,000	500	20.0%
285	0	484	700	5733	Expense of Meetings	700	700	0	0.0%
0	0	0	500	5787	Lockup Fees	500	500	0	0.0%
0	0	0	500	5789	Traffic Signs	500	500	0	0.0%
196,186	191,155	227,939	251,500		*Total Expense*	259,400	259,400	7,900	3.1%
2,240,412	2,347,662	2,444,088	2,716,114		*Total Budget*	2,787,946	2,787,946	71,832	2.6%

DISPATCH

WACHUSETT REGIONAL EMERGENCY COMMUNICATIONS CENTER

The Wachusett Regional Emergency Communications Center (WRECC) provides emergency communication services to the towns of Holden, Princeton, Paxton, and West Boylston and services a population of more than 36,000 residents. In addition, they provide dispatching services for 23 different town departments including police, fire, EMS, and public works. Unlike other area regional dispatch centers, they also provide dispatching services for four municipal light departments. In 2022, the WRECC answered over **52,949** calls for service. Besides revenue that we receive from our member communities, we continue to receive extensive grants from State 911.

Current staffing levels for the WRECC include a Director of Communications and (12) full-time dispatchers which are supplemented by (5) part-time dispatchers. Training for dispatchers is extensive and includes several certifications such as Emergency Medical Dispatching, Next Generation E911, and the Public Safety Tele-communicator Course. After receiving their certificates, new dispatchers are required to go through a field training program to assess their ability to perform the necessary job tasks.

In addition to answering and dispatching calls for service, the WRECC is responsible for disseminating all information received from National, State, and local crime information centers and the Registry of Motor Vehicles. They are required to maintain accurate calls logs and other records used by participating agencies.

In June of 2020, we added our fourth town to the WRECC when we started providing Dispatching services to the Town of Paxton. Despite the fact that we saw an increase in call volume with the addition of Paxton, our Dispatchers continue to provide the best possible emergency communications services to our member communities.

Current WRECC Staffing

1 Director of Communications (Salaried)
1 Deputy Director of Communications (Full Time)
2 Dispatch Supervisors (Full Time)
3 Dispatch Trainers (Full Time)
6 Full Time Dispatchers
5 Part Time Dispatchers

DISPATCH

Salary and Wages**5111 Director**

\$5,229 increase due to step increases and COLA adjustments

5117 Dispatchers

This line pays for our full-time Dispatchers. You will see a \$2,321 due to contractual increases.

5119 PT Dispatchers

This line pays for our (5) part-time dispatchers. There is a \$7,500 increase to this line. We try and maintain minimum (3) dispatchers at all times. Our full time dispatchers get vacation time, holidays, sick time, and personal days. Currently we have (12) full time dispatchers on staff and then they are out they are supplemented with part time dispatcher or overtime.

Additional Funding Sources:

Grant funding FY 2023

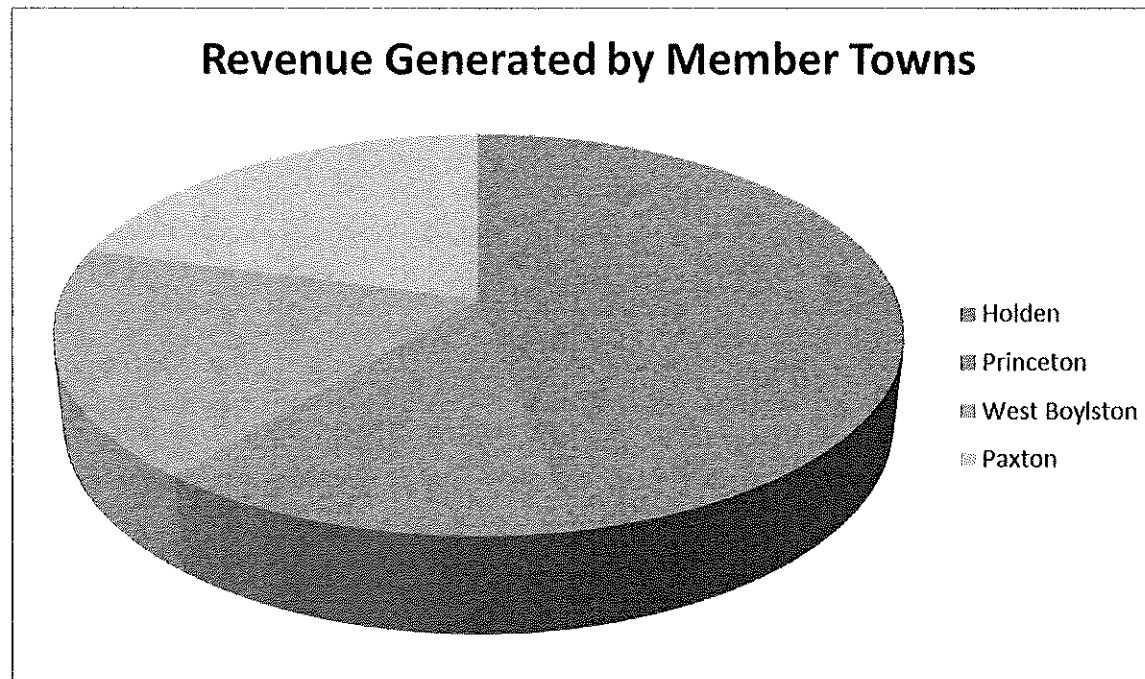
Support and Incentive grant

Development Grant

Training Grant

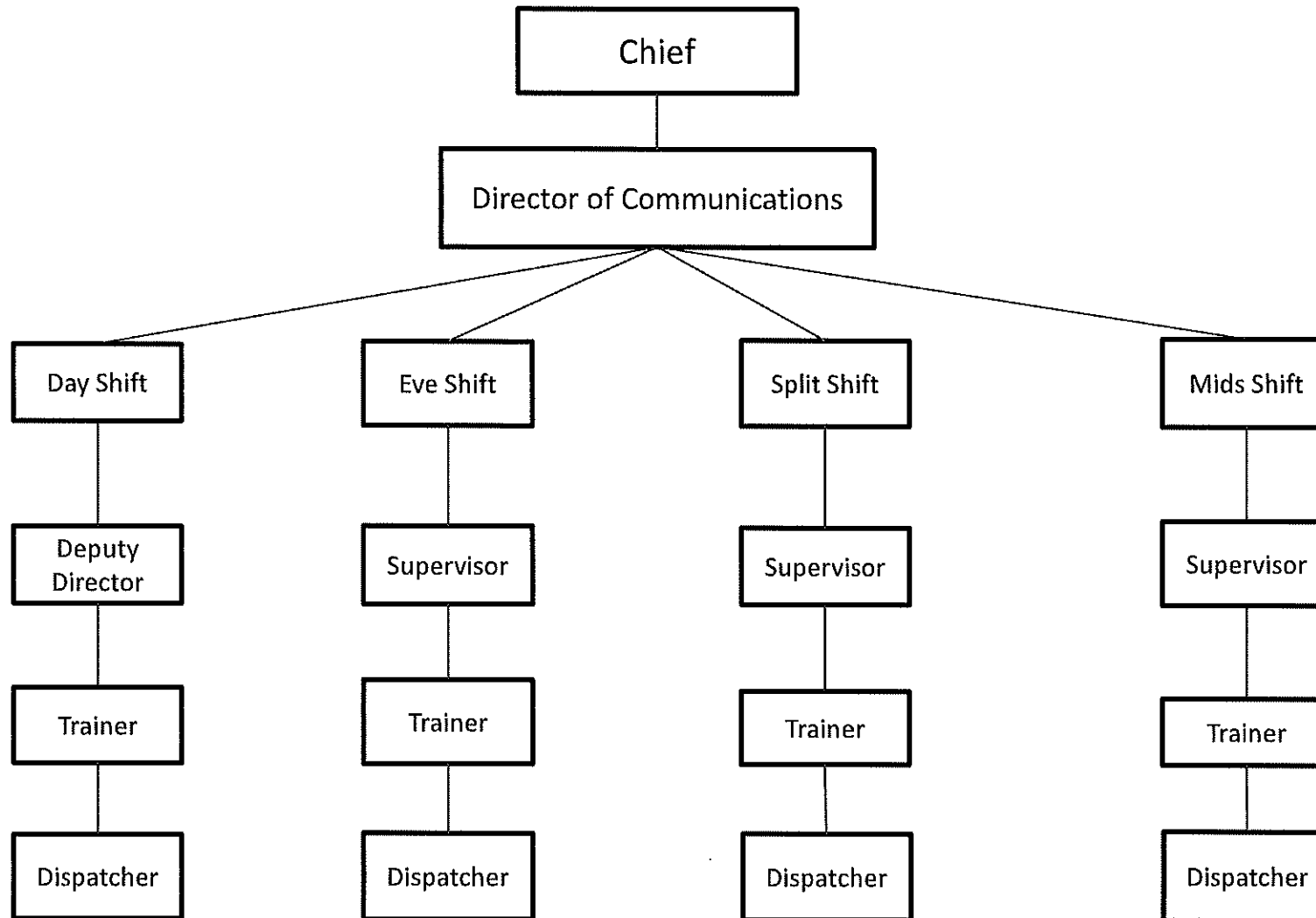
REVENUE FROM MEMBER COMMUNITIES

Princeton Cost 13.67%	\$90,889.00
West Boylston Cost 18.54%	\$123,268.60
Paxton Cost 20.83% (50/50 split state 911/Paxton)	\$138,494.30
Holden Cost 46.96%	\$312,227.20



No Capital requests for Dispatch for FY24

Wachusett Regional Emergency Communications Center



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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
40,596	49,005	1,394	85,998	5111 Director	91,227	91,227	5,229	6.1%
226,402	249,428	229,366	689,664	5117 Dispatchers	691,985	691,985	2,321	0.3%
19,052	24,527	70,410	32,500	5119 PT Dispatchers	40,000	40,000	7,500	23.1%
20,278	29,222	50,136	20,000	5135 OT Misc & Training	25,000	25,000	5,000	25.0%
				5147 N Night Differential	6,000	6,000	6,000	0.0%
				5148 N Holiday Pay	2,000	2,000	2,000	0.0%
306,328	352,182	351,306	828,162	*Total Salary & Wages*	856,212	856,212	28,050	3.4%
11	11	12	13	# Personnel F/T (with Director)	13	13	0	0.0%
7	7	5	5	# Personnel P/T (as needed)	5	5	0	0.0%
2,323	0	2,784	3,000	5242 Equipment Maintnace	3,000	3,000	0	0.0%
15,000	20,463	22,120	21,000	5243 Software Support (IMC)	22,555	22,555	1,555	7.4%
0	8,400	8,400	8,400	5244 Microwave Service Contract	8,400	8,400	0	0.0%
3,148	3,931	3,020	3,500	5342 Radio Lines	3,500	3,500	0	0.0%
1,982	2,928	1,744	2,000	5421 Office Supplies	2,500	2,500	500	25.0%
6,354	4,313	7,877	2,000	5509 Training & Education	3,000	3,000	1,000	50.0%
1,979	3,505	6,284	4,800	5581 Uniforms	5,000	5,000	200	4.2%
							0	
30,786	43,540	52,229	44,700	*Total Expense*	47,955	47,955	3,255	7.3%
337,114	395,722	403,535	872,862	*Total Budget*	904,167	904,167	31,305	3.6%
Additional Funding Sources								
227,051	251,142	277,489	351,650	* Revenue from member towns	352,651	357,454	5,804	1.7%
334,124	334,124	434,660	504,357	Support & Incentive State Grant	504,357	504,357	0	0.0%
	71,856	81,541	85,998	Development Grant Director Salary	0	0	-85,998	-100.0%
561,175	657,122	793,690	942,005		857,008	861,811	-80,194	-8.5%

* Revenue from member towns includes reimbursement for employee costs (medicare, health insurance, and other overhead costs that are not recorded in this budget. Amount does not include the Town of Holden's contribution of \$312,227

ANIMAL CONTROL

The Animal Control Unit is comprised of one full-time Animal Control Officer and is supplemented by one part-time ACO. The part-time ACO provides much needed coverage on the weekends and is also available for call-outs after regular working hours. Animal Control Officers provide a valuable service to the town by investigating animal complaints, patrolling the town looking for loose animals, conducting barn inspections, and responding to potentially sick animals which pose a public safety issue to the general public. As the budget reflects, Animal Control responsibilities can be broken down into three main functions licensing, assisting the public, and investigation and enforcement.

LICENSING

This provides for the purchase of items necessary for the licensing of dogs, monitoring the licensing process, and taking appropriate enforcement measures against those who fail to license their dogs.

ASSISTANCE

The ACO unit provides assistance to residents by actively patrolling the town looking for lost or stray animals. They spend time at our park and recreation areas educating the public about our town leash laws. They respond to calls involving animals struck by vehicles, requests for information about rabies, and assist with an assortment of other issues pertaining to animals.

INVESTIGATION/ENFORCEMENT

The Animal Control Officer investigates and enforces all state and local laws pertaining to animals. Most often, they educate and occasionally enforce the Town's dog leash law. When they receive a complaint regarding an animal, they will conduct an investigation and when necessary, take proper enforcement actions.

Current Animal Control Staffing

- 1 Full-time Animal Control Officer (Monday-Friday)
- 1 Part-time Animal Control Officer (Weekends)

No Capital requests for Animal Control

No additional staff requested for Animal Control

Dog Licenses- 2,893

Revenue generated by Dog Licenses-Approximately \$57,880

There is a \$6,706 increase in the Animal Control budget. Much of this can be attributed to annual step increases and COLA adjustments.

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
39,976	48,163	50,614	53,690	5113	Animal Control Officer	55,703	55,703	2,013	3.7%
4,115	7,841	10,828	14,475	5114	Part-time ACO	17,468	17,468	2,993	20.7%
429	1,979	1,001	1,000	5132	Overtime	1,100	1,100	100	10.0%
44,520	57,983	62,443	69,165		*Total Salary & Wages*	74,271	74,271	5,106	7.4%
1	1	1	1		# Personnel F/T	1	1	0	0.0%
1	1	1	1		# Personnel P/T	1	1	0	0.0%
0	0	0	200	5244	Radio Maintenance	200	200	0	0.0%
0	0	900	900	5343	Postage	1,000	1,000	100	11.1%
1,788	1,826	449	3,000	5382	Dog Expense	3,000	3,000	0	0.0%
1,243	2,662	3,401	3,900	5410	Petro	4,000	4,000	100	2.6%
2,147	0	835	1,000	5480	Vehicle Maintenance	1,500	1,500	500	50.0%
600	0	0	1,000	5510	Education	1,000	200	-800	-80.0%
798	610	1,518	1,000	5581	Uniforms	1,200	1,200	200	20.0%
0	37	241	500	5582	Equipment	700	500	0	0.0%
0	0	0	100	5731	Association Dues	100	100	0	0.0%
6,576	5,135	7,344	11,600		*Town Expense*	12,700	11,700	100	0.9%
51,096	63,118	69,787	80,765		*Total Budget*	86,971	85,971	5,206	6.4%

FIRE OPERATIONS

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

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

FIRE AND ACCIDENT PREVENTION

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

INSPECTIONS/PERMITS

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

FIRE OPERATIONS

EMERGENCY PREPAREDNESS

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

TRAINING

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

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

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

SUPPORT SERVICES

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

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

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

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

EMS OPERATIONS

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

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

LEADERSHIP

Staff plans and directs all operations of EMS, sets policies and standard operating guidelines, keeps abreast of changing laws, regulations and rules as they affect the fire service and the community. Keeps and maintains all required federal, state and

local records and issues reports as required. Maintains appropriate records and provides quality assurance and quality improvement as necessary. We work to provide the community with the highest quality and most effective emergency medical service possible.

MEDICAL RESPONSE AND TRANSPORT

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

TRAINING

The Department provides EMS training, education, certifications, and any recertification/refreshers 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.

COMMUNITY RISK REDUCTION

The Fire Department maintains the newly created Division of Community Risk Reduction to handle all of the public facing programs for the safety of the citizens and the public in the Town of Holden. This division oversees the provision of Emergency Management, Emergency Preparedness, Public Health and Public Education.

EMERGENCY MANAGEMENT

Emergency Management is responsible for planning, coordinating and mitigating all natural and man-made disasters. Emergency Management maintains 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 Superfund Amendments and Reauthorization Act (SARA) which requires continuous monitoring of hazardous materials within the community and the response plans to mitigate spills and/or releases. Additionally, Emergency Management manages the Regional Emergency Planning Committee (REPC), whose main focus, is to develop multi-community response plans to hazardous materials incidents and works closely with the school district on emergency planning.

FIRE OPERATIONS

EMERGENCY PREPEAREDNESS

Emergency Preparedness for the Town of Holden is an important aspect of the public safety plan. Climate change has led to an increase in the natural disasters that are being seen worldwide. Community resilience through emergency planning and preparedness helps communities recover quicker from such disasters. It is a goal of risk reduction to make our community better prepared and more resilient to these events through hazard analysis, planning and training. 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.

PUBLIC HEALTH

Public Health is charged to protect the health and welfare of Holden's residents. The Division of Community Risk Reduction works with the Board of Health through monthly meetings to promote initiatives to make Holden a safer community. The Town is a member of the Leicester Regional Public Health Coalition, services are provided within three areas of jurisdiction; public health, food handling and service, and private waste disposal and private water supplies. 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 coalition conducts regular inspections of food handling establishments, school cafeterias and restaurants to ensure compliance with the regulations put forth by the Commonwealth.

PUBLIC EDUCATION

Public Education is the final piece of the division's responsibilities. Student Awareness and Fire Education (S.A.F.E.) as well as community based CPR programs are supported through Public Education. S.A.F.E. educates young children and parents in household fire prevention and safety. When offered, CPR programs train the lay person in basic lifesaving measures and early emergency intervention involving sudden cardiac arrest. Another program we provide is Senior SAFE. In this program, we reach out to Holden's senior citizens and teach fire and life safety techniques through community programs in conjunction with the Senior Center. Emergency Preparedness education provides the community with knowledge and skills to survive and recover from a disaster, whether it is a natural, man-made or public health crisis.

FIRE DEPARTMENT/COMMUNITY RISK REDUCTION FY 24 BUDGET HIGHLIGHTS

The Fire Department Budget Line changes for FY24 are listed below. The Professional Firefighters bargaining agreement expires on 6/30/23, and a successor agreement will need to be negotiated by the town.

5112 CLERICAL

Line increased by \$12,777 to bring the part-time clerical position from 24 to 35 hours. This is a necessity to keep the business office operating efficiently dealing with personnel, inspectional services, ambulance billing and interactions with the public. With

the addition of Public Health into the Fire Department, the added clerical volume will also necessitate this position to 35 hours. The incumbent is also educated in Public Health which will add to the program.

5118 CALL FIREFIGHTERS

Line reduced for FY24 by \$20,000. During the current budget cycle, the anticipation is this line will be only 50-60% spent by the end of the fiscal year. This would be due to a sharp decrease in call firefighter response post pandemic. Staffing has not changed but response habits have decreased as a result due to new family dynamics post lockdowns and changes to job responsibilities/child care issues for some.

5132 OVERTIME

Line increased in FY24 by \$20,000. This increase has been transferred from Line 5118 Call FF's. The need to increase this line is due to increased call volume; increased dependency on career staffing levels to fill the gaps created by the decreased activity of the call department and increased contractual benefit time. These circumstances lead to the need for increased backfill.

5148 HOLIDAY PAY

Line increased by \$12,516. This increase is due to primarily the addition of the Juneteenth Federal Holiday. Other increases are from a contractual step raises and contractual prime holiday pay and an error on the FORM 4 for FY23 as a negative \$4000.

5244 FIRE/EMS EQUIPMENT MAINTENANCE

Line increased by \$1,500 due to significant increases in maintenance contracts for the EMS Cardiac Monitors, LUCAS CPR devices and the Ambulance Stretchers and associated mechanisms. Costs for these preventive maintenance products are essential to keeping the valuable capital equipment in working order at a lower price point. The contracts for the Cardiac Monitors/LUCAS devices has increased 18% and the Stretcher contact has increased 49% from FY22 to FY23

5410 PETRO PRODUCTS

Line increased by \$2,300 in anticipation of continued market volatility. Departmental fuel usage has also been impacted by increased call volume. Will defer to DPW for final projections.

5430 BUILDING MAINTENANCE

Line increased by \$3,500 due to the department assuming control of the vacated Adams Road DPW facility which is attached to the Chaffins Sub-station. The facility is in dis-repair with on-going roof issues. The Fire Department Annex has also been identified to have some roof/chimney issues that need to be repaired as well necessitating the increase.

5480 VEHICLE MAINTENANCE

Line increased by \$3,000 due to increased repair costs to an aging fleet. Costs of parts has risen dramatically in the wake of nationwide shortages and necessary inspections of the components of the apparatus have increased 11% from FY22 to FY23 and a total of 20% since FY21.

5584 MEDICAL SUPPLIES/EQUIP

Line increased by \$5,000 due to increased product costs and significant use increases. This line was last increased in FY14 when ambulance annual call volume was 1300 per year. In FY22, the department call volume for EMS was greater than 2200 a net increase of 900 additional calls over the FY14 number. This along with the added cost of supplies in 2022 dollars make the existing budgeted amount unsustainable for purchasing the needed items to outfit the EMS service.

5783 LICENSES AND FEES

Line has increased by \$1,500 due to the annual database program costs used in both Fire and EMS operations increasing a combined 4%. Fees associated with the EMS service for usage of a regional inter-hospital network required by MA DPH are charged by the call and we have seen a 12% increase in cost from FY22 to FY 23 due to increased call volume.

The Emergency Management Budget has been reconfigured to the Division of Community Risk Reduction. This takes all of the public facing preparedness and education programs along with Emergency Management and the management of Public Health and aligns it in a single budget. The budget changes reflect the new division including the operation and management of Public Health for the town, removing it from the Planning and Development Budget:

5111 ASSISTANT CHIEF CAR

Line has increased \$14,077 to reflect moving the incumbent to a non-union salary position (ILV5 Step 3). This position will be overseeing the newly created Division of Community Risk Reduction which will encompass Emergency Management, Public Health, Emergency Preparedness and Public Education.

5133 WEEKEND COVERAGE

This is a new line, consistent with the weekend coverage model in the fire budget. This will allow for coverage of Public Health issues and ensure that there is a liaison between emergency services and the Leicester Public Health Consortium during weekend and holidays when normal business offices are closed.

5793 BOARD OF HEALTH REGIONALIZATION

This line has been moved from the Planning and Development budget to the new Division of Community Risk Reduction under the Fire Department. There is no change in cost associated with this move.

FIRE DEPARTMENT CAPITAL PLAN

The Fire Department 5 year capital plan has been updated for FY24 to move some projects into earlier fiscal years due to the long lead times on vehicles and equipment manufacture. This will impact the replacement schedule of some front line equipment. The department has requested \$1,450,000 for the replacement of our 1998 Sutphen Tower. This piece of apparatus is essential to the departments operations on a daily basis and is integral in the town's ISO rating which affects the rates at which homeowners pay

insurance on their property. Over the last decade, the vehicle has cost nearly \$150,000 in repairs and improvements including a minor rehab in FY16 to fix damage caused by age, two pump rebuilds and a recent major pump repair and an upcoming repair to the aerial device itself which once taken apart most likely will lead to escalating repair costs. Approval of this project for FY24 will allow the department to place the order for the vehicle, which will ensure a production number and lock in the cost at 2023 pricing. The vehicle itself will take an estimated 24-36 months for delivery, putting actual payment out until FY26 at the earliest. Pushing this project back will not only delay replacement significantly and extend out repair costs on the current Tower but also allow for annual manufacturer price increases in the 20%-28% range to escalate the overall cost of the vehicle. These price increases have been a staple of the emergency vehicle market beginning with the COVID pandemic in 2020 and with the backlog in vehicles, the market dictates that municipalities will continue to feel this burden. The department also requests to replace Car 2, which is a 2013 Chevrolet Tahoe with a like vehicle to be utilized as a command vehicle. Much the same as the 2011 Tahoe which was replaced in FY20, this style of Tahoe was prone to rust and rot in the hood, quarter panels and frame and DPW mechanics have identified that with this vehicle. This vehicle will be 10 years old and nearing 100,000 miles in FY24. As with any vehicle, the lead time for a new replacement can be anywhere from 9 months to 1 year with orders being canceled by vendors becoming the norm. Finally, the department has also requested replacement of the original LUCAS CPR device used by our EMS service. This unit was purchased in 2012 and provides automated chest compressions for patients in cardiac arrest. Studies have shown that automatic CPR devices improve outcomes and aid in maintaining blood flow to a patient's brain until a heart rhythm has been restored. These units also help the department to prevent injuries from not requiring an EMS provider to do external chest compressions while carrying a patient down stairs or standing in the back of a moving ambulance unsecured. As in past years, the department was awarded a **Massachusetts Department of Fire Services Safety and Equipment Grant** to offset some of the equipment purchases necessary to operate the department on a daily basis. This has allowed the removal of some items from the 5 year capital plan.

EXPENDITURE	TOWN MANAGER RECOMMENDED 2024
Lucas Press (CPR)	\$15,000
Deputy Chief's Vehicle	\$65,000

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
127,419	133,836	135,174	137,877	5110	Chief	140,636	140,636	2,759	2.0%
96,318	99,208	100,200	102,204	5111	Assistant Chief	104,249	104,249	2,045	2.0%
71,865	75,979	82,440	87,442	5112	Clerical	105,352	105,352	17,910	20.5%
1,113,267	1,175,229	1,364,349	1,550,971	5113	Firefighters Full Time	1,540,243	1,540,243	-10,728	-0.7%
54,636	64,331	64,325	100,000	5118	Call Firefighters	80,000	80,000	-20,000	-20.0%
184,761	228,102	201,316	130,000	5132	Overtime	150,000	150,000	20,000	15.4%
5,338	5,200	5,200	5,500	5133	Weekend Coverage	5,500	5,500	0	0.0%
750	0	1,250	3,250	5144	Education Coord Stipend	3,250	3,250	0	0.0%
3,000	3,000	3,000	3,250	5140	EMS Coord Stipend	3,250	3,250	0	0.0%
105,724	88,610	12,636	5,000	5141	IOD	5,000	5,000	0	0.0%
2,310	2,916	1,383	500	5147	Shift Lead Pay	500	500	0	0.0%
69,713	74,418	90,887	89,250	5148	Holiday Pay	101,766	101,766	12,516	14.0%
6,563	6,888	8,608	9,750	5160	Education Stipends	12,000	12,000	2,250	23.1%
17,719	17,023	15,000	15,000	5142	Residency Stipends	12,500	12,500	-2,500	-16.7%
15,250	10,300	9,000	24,000	5143	Physical Fitness Stipends	24,000	24,000	0	0.0%
1,874,633	1,985,040	2,094,768	2,263,994		*Total Salary & Wages*	2,288,246	2,288,246	24,252	1.1%
25	25	25	25		# Personnel F/T	26	26	1	4.0%
1	1	1	1		# Personnel P/T	0	0	-1	-100.0%
21	21	20	17		# Personnel On-Call	17	17	0	0.0%
3	3	1	1		# Personnel Recruits	1	1	0	0.0%

TOWN OF HOLDEN

FY 2024 BUDGET

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
4,259	5,172	6,485	4,000	5212 Utilities	5,000	5,000	1,000	25.0%
0	0		10,000	5212 N Utilities - Adams Road	10,000	10,000	0	0.0%
1,383	922	1,555	1,500	5231 Water/Sewer	1,500	1,500	0	0.0%
19,992	18,164	17,330	23,000	5244 Fire/EMS Equipment Maint	24,500	24,500	1,500	6.5%
2,081	1,973	2,195	2,100	5249 Radio/Alarm Lines	2,100	2,100	0	0.0%
3,666	3,645	3,786	4,000	5340 Cell Phone/Pagers	4,000	4,000	0	0.0%
22,410	18,207	27,689	32,700	5410 Petro Products	36,300	36,300	3,600	11.0%
4,408	4,507	4,169	4,500	5421 Office Supplies	4,500	4,500	0	0.0%
6,090	5,116	6,675	6,500	5430 Building Maintenance	10,000	10,000	3,500	53.8%
37,685	36,790	48,453	42,000	5480 Vehicle Maintenance	45,000	45,000	3,000	7.1%
0	0	0	1,000	5490 Emergency Food	1,000	1,000	0	0.0%
1,576	3,129	4,380	2,500	5500 Physicals/PAT	2,500	2,500	0	0.0%
8,721	4,747	6,011	9,000	5510 Fire Train/Education/Programs	9,000	9,000	0	0.0%
6,491	6,144	3,831	7,250	5511 EMS Training/Certification	7,500	7,500	250	3.4%
15,771	14,246	15,031	16,500	5581 Uniform Allowance/Cleaning	16,500	16,500	0	0.0%
14,662	11,902	10,608	14,500	5583 Uniforms/Protective Equip	14,500	14,500	0	0.0%
14,306	14,710	12,604	15,000	5582 Equipment/Hose	15,000	15,000	0	0.0%
38,856	39,840	37,609	40,000	5584 Medical Supplies/Equip	45,000	45,000	5,000	12.5%
0	90	0	400	5711 Mileage Reimbursement	400	400	0	0.0%
26,802	27,588	29,375	30,500	5783 Licenses and Fees	32,000	32,000	1,500	4.9%
35,951	35,446	44,057	41,000	5784 EMS Billing Contractor	41,000	41,000	0	0.0%
4,993	1,156	5,000	5,000	5870 Radio/Pager Purchase	5,000	5,000	0	0.0%
0	0	12,000	12,000	5870 PPE	12,000	12,000	0	0.0%
270,103	253,494	298,843	324,950	*Total Expenses*	344,300	344,300	19,350	6.0%
2,144,736	2,238,534	2,393,611	2,588,944	*Total Budget*	2,632,546	2,632,546	43,602	1.7%

TOWN OF HOLDEN

FY 2024 BUDGET

DEPARTMENT Community Risk Reduction	FUNCTION Emergency Mgt/Public Health	FUNCTION CODE 01-291
DEPARTMENT HEAD Russ Hall	PREPARED BY Russ Hall	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
70,259	72,362	77,448	82,303	5111	Assistant Chief-CRR	96,380	96,380	14,077	17.1%
5,000	5,077	4,954	5,250	5120	Stipend	5,250	5,250	0	0.0%
0	0	0	0	5133 N	Weekend Coverage	5,200	5,200	5,200	0.0%
0	0	0	4,336	5148	Holiday Pay	4,078	4,078	-258	-6.0%
75,259	77,439	82,402	91,889		*Total Salary & Wages*	110,908	110,908	19,019	20.7%
1	1	1	1		# Personnel F/T	1	1	0	0.0%
0	0	0	0		# Personnel P/T	0	0	0	0.0%
0	0	0	0	5793 N	Board of Health Regionalization	51,500	51,500	51,500	0.0%
763	498	418	1,000	5430	Cell Phone	1,000	1,000	0	0.0%
752	703	824	3,000	5510	Training	3,000	3,000	0	0.0%
6,220	5,625	6,000	6,000	5582	Emergency Supplies	6,000	6,000	0	0.0%
7,735	6,826	7,242	10,000		*Total Expense*	61,500	61,500	51,500	515.0%
82,994	84,265	89,644	101,889		*Total Budget*	172,408	172,408	70,519	69.2%

PUBLIC SAFETY BUILDING

The Public Safety Building was completed in November 2010 and houses the Fire Department and the Police Department in a 34,000 square foot facility. On the second floor, the building is comprised of the Fire Department living area, administrative offices, and apparatus bay. The Police Department, Regional Dispatch Center, mechanical and electrical rooms, fitness room, and training/EOC are located on the first floor.

The building has a state of the art HVAC system that utilizes geo-thermal heat and air conditioning; computer controlled and monitored operating systems, and a monitored video surveillance system to ensure the safety of our employees.

Recently, the town hired PES to provide daily cleaning services to all town owned buildings including the Public Safety Building. In addition to their daily cleaning services, PES provides regularly scheduled maintenance, including waxing floors and cleaning the rugs.

As this facility was being built, the building committee made it a priority to design a state of the art facility that would serve as the "last building standing" in the event of a disaster. The training room has served as an Emergency Operations Center several times during inclement weather. It is the goal of both the Police Chief and Fire Chief to keep this building well maintained and looking as good as it did the day we moved in.

In December 2014, the Wachusett Regional Communication Center (WRECC) was created. The WRECC, which is housed in the Public Safety Building, now dispatches for the towns of Holden, Princeton, West Boylston, and Paxton. The Town moved some of the key computer systems into the 911 room which has UPS or Uninterrupted Power Supply and a backup generator that can power almost the entire building in the event of a major power outage.

5212 PSB Utilities

\$8,000 increase to this line due to increasing utilities costs. This increase was also based on previous year's actuals.

5214 PSB Fuel and Heating

\$2,000 increase to this line due to increasing market prices for fuel. This increase was also based on previous fiscal year's actuals.

5231 Water and Sewer

\$1,000 increase

5242 Mechanical and Maintenance

\$5,000 increase to this line to replace aging equipment in the building as well as preventive maintenance.

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
67,845	74,719	83,053	67,000	5212	PSB Utilities	75,000	75,000	8,000	11.9%
9,619	7,087	10,477	8,000	5214	PSB Fuel/Heating	10,000	10,000	2,000	25.0%
6,519	11,435	7,145	10,000	5231	PSB Water Sewer	11,000	11,000	1,000	10.0%
51,683	25,797	68,445	43,000	5242	PSB Mechanical & Maint	48,000	48,000	5,000	11.6%
18,531	26,728	17,308	30,000	5244	PSB Maint. Contracts	34,038	34,038	4,038	13.5%
27,163	33,346	37,491	40,000	5430	PSB Cleaning	40,000	40,000	0	0.0%
2,207	2,968	5,006	2,500	5450	PSB Cleaning Supplies	4,000	4,000	1,500	60.0%
183,567	182,080	228,925	200,500		*Total Expenses*	222,038	222,038	21,538	10.7%
183,567	182,080	228,925	200,500		*Total Budget*	222,038	222,038	21,538	10.7%

	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Request FY 2024	Manager FY 2024	Change from PY	% Change
PUBLIC WORKS								
Administration	201,598	207,216	207,023	216,399	226,046	226,046	9,647	4.5%
Engineering	346,450	247,017	307,014	388,106	401,029	401,029	12,923	3.3%
Highway Division	1,304,759	1,390,672	1,638,471	1,567,227	1,677,983	1,677,983	110,756	7.1%
Mechanics Division	218,552	220,238	207,250	219,000	226,329	226,329	7,329	3.3%
Buildings/Grounds	892,784	802,689	878,616	1,040,939	1,005,993	1,005,993	-34,946	-3.4%
Garage Division	41,756	58,394	61,161	124,900	218,500	218,500	93,600	74.9%
TOTAL	3,005,899	2,926,226	3,299,535	3,556,571	3,755,880	3,755,880	199,309	5.6%

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 121-miles of roads; guard rails and street signs; more than 56-miles of sidewalks (of which 20-miles are snowplowed); bridges; storm water infrastructure, including over 2,000 catch basins/manholes, culverts and outfalls; winter snow & ice operations; cemeteries, parks and playgrounds; town-owned buildings (four of which are historic); town landfill; and program management necessary to provide safe and reliable transportation systems for each of our public safety operations, residents, businesses, and visitors.

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

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

ADMINISTRATION

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

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

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

There are no capital purchases proposed for the Administration Division for FY2024.

The total requested budget increase for the Administration Division is 4.5-percent. No changes were made to the expenses, and the increase is solely from expected salary step changes and base wage adjustments.

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
129,938	133,836	135,174	137,877	5110	DPW Director	140,636	140,636	2,759	2.0%
58,171	62,320	65,461	66,772	5112	Clerical	73,660	73,660	6,888	10.3%
188,109	196,156	200,635	204,649		*Total Salary & Wages*	214,296	214,296	9,647	4.7%
2	2	2	2		# Personnel F/T	2	2	0	0.0%
0	0	0	0		# Personnel P/T	0	0	0	0.0%
519	456	743	600	5340	Pagers/Cell Phone	600	600	0	0.0%
529	583	300	500	5343	Postage	500	500	0	0.0%
818	538	427	1,200	5410	Petro Products	1,200	1,200	0	0.0%
3,353	2,597	1,991	3,000	5421	Office Supplies	3,000	3,000	0	0.0%
3,889	3,788	556	3,000	5422	Printing	3,000	3,000	0	0.0%
288	40	106	500	5480	Vehicle Maintenance	500	500	0	0.0%
127	162	0	150	5584	Safety Wear	150	150	0	0.0%
1,918	1,967	1,750	2,250	5731	Association Dues	2,250	2,250	0	0.0%
59	0	116	50	5732	Books & Periodicals	50	50	0	0.0%
1,989	929	399	500	5733	Expense of Meetings	500	500	0	0.0%
13,489	11,060	6,388	11,750		*Total Expenses*	11,750	11,750	0	0.0%
201,598	207,216	207,023	216,399		*Total Budget*	226,046	226,046	9,647	4.5%

ENGINEERING

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

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

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

The capital purchases proposed for the Engineering Division in FY2023 are as follows:

1. Culvert/Bridge Rehabilitation for \$70,000. This is work associated with the actual design, permitting, and replacement/reconstruction of the various culverts and bridges. This work may be completed by the Highway Division, by contractors, or a combination of the two. Planned projects include culvert replacements on Quinapoxet Street.

The total requested budget increase for the Engineering Division is 3.3-percent. This increase is entirely due to changes in the salary line items. Salaries are increasing due to relatively new employees having step increases available to them, as well as expected base wage adjustments. No changes were made to the expense line items.

EXPENDITURE	TOWN MANAGER RECOMMENDED
Culvert/Bridge Rehabilitation	\$70,000

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
155,521	147,782	117,255	160,996	5111	Engineers	173,919	173,919	12,923	8.0%
5,559	1,480	7,826	12,160	5119	Engineer Intern	12,160	12,160	0	0.0%
161,080	149,262	125,081	173,156		*Total Salary & Wages*	186,079	186,079	12,923	7.5%
2	2	2	2		# Personnel F/T	2	2	0	0.0%
1	1	1	1		# Personnel P/T Intern	1	1	0	0.0%
106,751	63,769	90,675	110,000	5299	Post Closure Monitoring	110,000	110,000	0	0.0%
15,525	456	7,454	15,000	5303	Consulting Services	15,000	15,000	0	0.0%
1,161	1,173	1,981	2,000	5306	Design Software	2,000	2,000	0	0.0%
14,950	14,200	16,200	18,000	5311	GIS	18,000	18,000	0	0.0%
1,596	1,686	1,248	1,800	5340	Pagers/Cell Phones	1,800	1,800	0	0.0%
518	779	500	500	5343	Postage	500	500	0	0.0%
389	1,022	279	1,650	5410	Petro Products	1,650	1,650	0	0.0%
1,456	1,352	1,856	1,500	5480	Vehicle Maintenance	1,500	1,500	0	0.0%
2,842	1,594	2,203	3,000	5582	Equip/Supplies	3,000	3,000	0	0.0%
244	328	296	300	5584	Safety Wear	300	300	0	0.0%
0	0	0	100	5710	Car Allowance/Mileage	100	100	0	0.0%
379	50	0	500	5731	Association Dues	500	500	0	0.0%
38,080	10,593	58,412	60,000	5732	Storm Water NPDES Permit	60,000	60,000	0	0.0%
1,479	753	829	600	5733	Expense of Meetings	600	600	0	0.0%
185,370	97,755	181,933	214,950		*Total Expenses*	214,950	214,950	0	0.0%
346,450	247,017	307,014	388,106		*Total Budget*	401,029	401,029	12,923	3.3%

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.

The capital purchases proposed for the Highway Division in FY2024 are as follows.

1. Local Roads/Sidewalks for \$325,000. This is the annual allotment of money to supplement the annual \$615,000 allotment of Chapter 90 road money received from the State. Approximately \$1 million per year in roadway and sidewalk improvements is necessary to maintain the good condition of the Town's roads.

2. Chapter 90 for \$615,739. This is the annual allotment of money received from the State of Massachusetts as local aid for transportation projects. Approximately \$1 million per year in roadway and sidewalk improvements is necessary to maintain the good condition of the Town's roads.
3. Replacement of Truck #18 for \$170,000. This is a 2014 Ford F550 that is used on a daily basis. During the construction season it is present at all of the Division's construction sites, and during the winter it is used for snow removal. The expected replacement cycle for this type of equipment is 10-12 years.
4. Replacement of "Truck" #34, which is a 2008 CAT 420E backhoe, for \$200,000. This backhoe is used for a variety of construction and maintenance tasks throughout the year, and is also used to load salt into trucks during snow and ice operations. It is 15 years.
5. Replacement of Truck #62, a 2014 Ford F350, for \$85,000. This vehicle is used for daily operations as well as a plow vehicle during the winter. The expected replacement cycle of this type of vehicle is 8-10 years.
6. Replacement of a Tag Trailer for \$15,000. This trailer is a 2005 Cam-Superline trailer and is used to transport the Highway Division's skid steer loader as well as construction materials such as concrete structures, metal castings, and pipes. Due to its age and usage it should be replaced.

The total requested budget increase for the Highway Division is \$110,719, or 7.1-percent. The following line items are proposed for significant changes:

1. Salaries-Labor. This line item has increased due to a number of relatively newer employees having salary step increases available, as well as contractually agreed base wage adjustments.
2. Diesel Fuel-The actual cost of diesel as estimated is expected to be greater than originally budgeted for the FY2023 year.
3. Vehicle Maintenance-Has increased by \$15,000 due to overall increasing age of the vehicle fleet, and more specifically, the industry wide cost increases in replacement parts and supplies.
4. Stock-Increased by \$6,000 due to the continued inflationary impacts seen on construction supplies and materials.
5. Catch Basin Cleaning-Increased by \$15,000. The largest driver of this increase is the closure of the Town of Clinton landfill where catch basin cleanings had been previously disposed. Other available landfills for the cleanings charge a higher rate, and are further away, which will mean that we will need to incur private trucking costs in order to properly dispose of the cleanings.
6. Roadway Maintenance-Compared to the previous budget year, as has been seen with all petroleum based products, the unit costs are simply higher due to overall market pricing.
7. Street Sweeper-Increased by \$8,000 to \$25,000. Street sweepings were also disposed at the Clinton landfill. The increased cost is for the same reason as the catch basin cleanings increase.
8. Safety Wear-Due to contract negotiations, the annual allowance provided to staff for safety shoes and other clothing was increased by \$50 per employee.
9. Licenses-Due to new Commercial Driver's License rules, increased this line item to account for additional driver training that will be required, approximately \$8,000 per new employee. Additionally, a new hoisting license category is needed for employees for the new gantry cranes at the Public Works Facility.

TOWN OF HOLDEN**FY 2024 BUDGET**

10. Line Painting-An additional \$15,000 was requested for this line item. Over the past several years, the previously budgeted amount was not enough to cover the full cost of performing line painting each year. This operation had to be supplemented with Chapter 90 state aid money to allow for the award of the annual line painting contract. The full \$75,000 requested is expected to be able to cover the cost of an annual contract.

EXPENDITURE	TOWN MANAGER RECOMMENDED
Local Roads/Sidewalks	\$325,000
Chapter 90	\$615,739
Truck #18	\$170,000
Truck #34 (Backhoe)	\$200,000
Truck #62	\$85,000
Tag Trailer	\$15,000

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
86,697	92,887	97,570	102,204	5111	Supervisor	104,249	104,249	2,045	2.0%
397,204	425,343	417,646	431,313	5116	Labor	468,284	468,284	36,971	8.6%
4,320	0	0	9,360	5118	Seasonal Labor	9,600	9,600	240	2.6%
8,597	4,218	5,459	10,000	5132	Overtime	10,000	10,000	0	0.0%
14,220	19,688	29,584	25,000	5140	Police Details	25,000	25,000	0	0.0%
890	580	531	700	5142	Out of Class	700	700	0	0.0%
2,700	3,600	1,800	5,400	5143	Incentive Pay/Bonus	5,400	5,400	0	0.0%
514,628	546,316	552,590	583,977		*Total Salary & Wages*	623,233	623,233	39,256	6.7%
9	9	9	9		# Personnel F/T	9	9	0	0.0%
0	0	0	0		# Personnel P/T	0	0	0	0.0%
1	1	1	1		# Personnel Seasonal	1	1	0	0.0%
64,766	64,766	64,766	70,000	5211	Light Power/Street Lights	70,000	70,000	0	0.0%
27,800	12,000	0	6,000	5271	Leased Equipment	6,000	6,000	0	0.0%
3,954	3,524	3,751	4,000	5340	Pagers/Cell Phones	4,000	4,000	0	0.0%
8,100	7,320	8,764	10,750	5410	Petro Products	10,750	10,750	0	0.0%
23,505	21,946	25,803	30,500	5411	Diesel Fuel	33,000	33,000	2,500	8.2%
62,181	94,167	112,737	85,000	5480	Vehicle Maintenance	100,000	100,000	15,000	17.6%
6,181	7,877	12,208	9,000	5531	Stock	15,000	15,000	6,000	66.7%
4,998	8,040	6,120	4,500	5532	Tools	4,500	4,500	0	0.0%
	0	58,422	75,000	5536	Catch Basin Cleaning	90,000	90,000	15,000	20.0%
43,111	34,106	33,854	30,000	5537	Miscellaneous Drainage	30,000	30,000	0	0.0%
45,281	33,294	38,252	35,000	5538	Roadway Maintenance	40,000	40,000	5,000	14.3%
11,431	15,970	15,795	17,000	5541	Street Sweeper	25,000	25,000	8,000	47.1%
3,304	3,445	3,403	3,500	5581	Uniforms	3,500	3,500	0	0.0%
6,078	5,432	5,293	4,000	5584	Safety Wear	5,000	5,000	1,000	25.0%
1,329	1,891	1,244	6,000	5783	Licenses	10,000	10,000	4,000	66.7%
48,935	19,210	60,180	60,000	5788	Line Painting	75,000	75,000	15,000	25.0%
7,901	13,104	3,502	13,000	5789	Signs	13,000	13,000	0	0.0%
421,276	498,264	631,787	520,000	5890	Snow Removal	520,000	520,000	0	0.0%
790,131	844,356	1,085,881	983,250		*Total Expenses*	1,054,750	1,054,750	71,500	7.3%
1,304,759	1,390,672	1,638,471	1,567,227		*Total Budget*	1,677,983	1,677,983	110,756	7.1%

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.

There are no capital purchases proposed for the Mechanics Division in FY2024.

The total requested budget increase for the Mechanics Division is 3.3-percent. The following line items are proposed for significant changes:

1. Vehicle Maintenance-Increased due to price increases in parts and supplies, as well as the aging of the vehicle fleet.
2. Mechanic Tools-Increased to reflect new annual software licenses for newly acquired vehicle diagnostic software, as well as general increases in the costs of various tools purchased throughout the year.
3. Safety Wear-Increased due to contractually agreed increase in annual safety boot and clothing allowance.
4. Licenses-Increased due to new hoisting license requirements and vehicle mechanic classes and certifications.

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
198,428	201,638	185,623	196,150	5116	Equipment Mechanics	197,679	197,679	1,529	0.8%
145	201	148	500	5132	Overtime	500	500	0	0.0%
124	134	327	150	5142	Working Out of Class	150	150	0	0.0%
1,800	900	900	1,800	5143	Incentive Plan	900	900	-900	-50.0%
200,497	202,873	186,998	198,600		*Total Salary & Wages*	199,229	199,229	629	0.3%
3	3	3	3		# Personnel F/T	3	3	0	0.0%
0	0	0	0		# Personnel P/T	0	0	0	0.0%
1,404	1,350	1,002	1,500	5340	Pagers/Cell Phones	1,500	1,500	0	0.0%
1,075	969	1,389	2,000	5410	Petro Products	2,000	2,000	0	0.0%
1,505	726	2,832	1,600	5411	Diesel	1,600	1,600	0	0.0%
3,376	5,155	3,594	4,000	5480	Vehicle Maintenance	6,000	6,000	2,000	50.0%
6,106	5,402	6,034	6,500	5532	Mechanic Tools	10,000	10,000	3,500	53.8%
2,491	1,928	3,727	2,000	5581	Uniforms	2,000	2,000	0	0.0%
1,723	1,380	1,398	1,300	5584	Safety Wear	1,500	1,500	200	15.4%
375	455	276	1,500	5783	Licenses	2,500	2,500	1,000	66.7%
18,055	17,365	20,252	20,400		*Total Expenses*	27,100	27,100	6,700	32.8%
218,552	220,238	207,250	219,000		*Total Budget*	226,329	226,329	7,329	3.3%

BUILDING & GROUNDS

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

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

The capital purchases proposed for the Buildings & Grounds Division in FY2024 are as follows:

1. Well Pump Replacement for Field Irrigation for \$20,000. Each of the past several years a well pump for the irrigation at several town playing fields have failed. As these pumps are all of the same vintage, we propose to proactively replace the oldest remaining pumps on an annual basis. This line item will pay for the removal of the pump, cleaning of the well screen, and purchase and installation of new pump and controls.
2. Truck #38 for \$85,000. The existing truck is a 2014 Ford F350 pickup truck with plow and fuel transfer tank, purchased in 2013. It is used on a daily basis throughout the year.
3. Truck #53 Sports Field Large Mower for \$85,000. The existing "truck" #53 is a 2012 John Deere tractor with gull wing fold down mower decks and an enclosed, climate control cab. This machine is used to mow all of the large sports fields in an efficient manner. The expected replacement cycle of this equipment is 12 years, and the current vehicle has over 2,500 engine hours. We intend to replace this with a smaller, more maneuverable type machine.

The total requested budget for the Buildings & Grounds Division has decreased approximately 1.0-percent. The following line items are proposed for significant changes:

1. Labor-increased approximately 6.7-percent due to available step increases and contractually obligated base wage adjustments.
2. Overtime-this line item went up due to overall base salary increases, increases in the on-call stipend for operators during the pool season, and general usage of staff.
3. Utilities, Fuel, and Water & Sewer- All increased due to price changes implemented across these three utilities.

TOWN OF HOLDEN**FY 2024 BUDGET**

4. Petro and Diesel Fuel-Changes made based off of predicted market pricing.
5. Building Cleaning Contract-Increased to reflect increases required in current cleaning contract and expected pricing increases when the current contract ends and needs to be rebid.
6. Parks Maintenance-Increases reflect the price changes within the third year of the current 3-Year treatment contract, as well as the general inflationary pressures seen across similar line items.
7. Vehicle Maintenance-Increased due to price increases in parts and supplies, as well as the aging of the vehicle fleet.
8. Safety Wear-Contractually agreed increases to the annual stipends for safety boots and clothing.
9. Tree Removal Dawson Rec-this work was completed in FY2023 and is no longer necessary.
10. Licenses-Increased to cover the cost of 1 CDL license training course as well as additional hoisting license requirements.

EXPENDITURE	TOWN MANAGER RECOMMENDED
Well Pump Replacement for Field Irrigation	\$40,000
Truck #38	\$85,000
Truck #53 Sports Field Large Mower	\$85,000

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
383,799	386,002	411,436	417,809	5116	Labor	445,543	445,543	27,734	6.6%
13,177	7,792	22,458	28,080	5118	Seasonal Labor	28,800	28,800	720	2.6%
5,039	5,019	5,019	5,000	5119	PT Temp Facility Manager	5,000	5,000	0	0.0%
37,491	35,320	27,931	38,000	5132	Overtime	43,000	43,000	5,000	13.2%
320	711	480	500	5142	Out of Class	500	500	0	0.0%
3,200	2,800	1,800	5,500	5143	Incentive Plan	5,500	5,500	0	0.0%
443,026	437,644	469,124	494,889		*Total Salary & Wages*	528,343	528,343	33,454	6.8%
8	8	8	8		# Personnel F/T	8	8	0	0.0%
0	0	0	0		# Personnel P/T Temporary	0	0	0	0.0%
3	3	3	3		# Seasonal	3	3	0	0.0%
26,310	31,494	38,763	32,000	5212	Utilities	39,000	39,000	7,000	21.9%
23,880	27,360	33,928	30,000	5214	Fuel	36,000	36,000	6,000	20.0%
9,509	8,045	4,926	10,000	5231	Water/Sewer	13,000	13,000	3,000	30.0%
1,475	4,253	4,992	4,000	5242	Equipment Repair	5,000	5,000	1,000	25.0%
6,759	7,056	7,382	8,000	5247	Elevator Maintenance	8,000	8,000	0	0.0%
8,441	5,448	9,021	9,000	5249	Alarm Monitor	10,000	10,000	1,000	11.1%
2,873	3,235	2,901	3,500	5340	Pagers/Cell Phone	3,500	3,500	0	0.0%
39,590	38,583	37,556	40,000	5341	Telephone	40,000	40,000	0	0.0%
7,392	6,716	8,754	12,700	5410	Petro Products	11,600	11,600	-1,100	-8.7%
14,582	11,619	9,350	22,300	5411	Diesel Fuel	24,000	24,000	1,700	7.6%
0	49	0	700	5421	Office Supplies	700	700	0	0.0%
103,464	39,189	24,314	45,000	5430	Building Maintenance	45,000	45,000	0	0.0%
76,185	56,765	71,682	84,000	5440	Building Cleaning Contract	68,000	68,000	-16,000	-19.0%
15,832	11,192	10,508	15,000	5450	Building Supplies	15,000	15,000	0	0.0%
42,420	67,082	82,185	72,000	5460	Parks Maintenance	85,000	85,000	13,000	18.1%
28,114	10,584	5,673	12,000	5462	Grave Maintenance	12,000	12,000	0	0.0%
29,143	22,394	36,585	30,000	5480	Vehicle Maintenance	38,000	38,000	8,000	26.7%
2,694	1,736	3,121	2,500	5532	Tools	2,500	2,500	0	0.0%
3,148	3,434	3,619	4,000	5581	Uniforms	4,000	4,000	0	0.0%
5,961	4,966	4,509	4,500	5584	Safety Wear	5,000	5,000	500	11.1%
0	0	0	350	5731	Association Dues	350	350	0	0.0%
0	0	8,000	0	5734	Engineering Study-Senior HVAC	0	0	0	0.0%
0	0	0	100,000		Tree removal Dawson Rec	0	0	-100,000	-100.0%
1,986	3,845	1,723	4,500	5783	Licenses	12,000	12,000	7,500	166.7%
449,758	365,045	409,492	546,050		*Total Expenses*	477,650	477,650	-68,400	-12.5%
892,784	802,689	878,616	1,040,939		*Total Budget*	1,005,993	1,005,993	-34,946	-3.4%

DPW GARAGE

The FY2024 fiscal year will represent the first full year of occupancy at the new DPW Facility on Industrial Drive. The DPW began operating fully out of this building in December, 2022. The budget reflects the changes that will come from moving our operations from Adams Road to Industrial Drive. The total requested budget increase for the DPW Garage is 9.2-percent. For the line items simply labeled with no location attached, these items represent costs at the old Adams Road garage. These items have been zeroed out, representing the garage's mothballing and/or other Town Departments temporarily assuming responsibility for the costs associated with these line items. For the line items specifically labelled "18 Industrial", this represents the costs for the full fiscal year at the new DPW Facility. The costs shown here represent approximately 72-percent of the total cost for that line item, and is the portion that the General Fund DPW Garage budget is responsible for. The remainder (28-percent) will be carried by the Water & Sewer Enterprise Fund. The split is based on the number of personnel assigned to each cost center.

Beyond the utility line items, the following line items are proposed for significant changes:

1. Alarm Monitoring-This line item was created to cover the costs of security and fire alarm monitoring that will be provided by a third party vendor.
2. Site Monitoring 18 Industrial-This line item is based on \$20,000 of Licensed Site Professional fees and \$4,000 of Massachusetts Department of Environmental Protection permit fees.
3. Building Cleaning Contract-This is a new line item to cover the costs of a third party contractor to provide daily and seasonal cleaning activities at the new facility.
4. Building Supplies-This is a new line item for the provision of various supplies related to the facility's daily operations (paper products, soaps, cleaning materials, etc.)

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
0	0	0	0	Clerical	0	0	0	0.0%
0	0	0	0	*Total Salary & Wages*	0	0	0	0.0%

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
11,672	13,730	13,057	3,000	5212 Utilities	0	0	-3,000	-100.0%
0	0	0	56,000	5213 Utilities 18 Industrial	100,000	100,000	44,000	78.6%
13,195	13,830	20,662	1,000	5214 Fuel / Natural Gas	0	0	-1,000	-100.0%
0	0	0	18,000	5215 Fuel/NG 18 Industrial	18,000	18,000	0	0.0%
2,144	788	1,286	300	5231 Water & Sewer	0	0	-300	-100.0%
0	0	0	9,600	5232 Water Sewer 18 Industrial	46,000	46,000	36,400	379.2%
0	0	0	0	5249 Alarm Monitoring	1,000	1,000	1,000	0.0%
0	9,736	14,719	24,000	5299 Site Monitoring 18 Industrial	24,000	24,000	0	0.0%
702	1,684	1,894	3,000	5342 Radio Lines	3,000	3,000	0	0.0%
14,043	18,626	9,351	10,000	5430 Building Maintenance	10,000	10,000	0	0.0%
0	0	0	0	5440 Building Cleaning Contract	14,000	14,000	14,000	0.0%
0	0	0	0	5450 Building Supplies	2,500	2,500	2,500	0.0%
0	0	192	0	5584 Safety Wear	0	0	0	0.0%
41,756	58,394	61,161	124,900	*Total Expenses*	218,500	218,500	93,600	74.9%
41,756	58,394	61,161	124,900	*Total Budget*	218,500	218,500	93,600	74.9%

TOWN OF HOLDEN**FY 2024 BUDGET**

	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Request FY 2024	Manager FY 2024	Change from PY	% Change
HUMAN SERVICES								
Veterans Benefits	74,007	52,008	36,062	86,568	82,486	82,486	-4,082	-4.9%
Senior Citizens	264,941	250,577	268,068	311,180	289,838	289,838	-21,342	-7.4%
TOTAL	338,948	302,585	304,130	397,748	372,324	372,324	-25,424	-6.4%

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.

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
17,468	15,450	15,777	20,968	5120	Veterans Agent	21,386	21,386	418	2.0%
17,468	15,450	15,777	20,968		*Total Salary & Wages*	21,386	21,386	418	2.0%
0	0	0	0		# Personnel F/T	0	0	0	0.0%
1	1	1	1		# Personnel P/T	1	1	0	0.0%
56,454	36,228	20,200	65,000	5770	Aid & Assistance	60,000	60,000	-5,000	-7.7%
85	330	85	500	5792	Veterans' Programs	500	500	0	0.0%
				5242	N Computer	500	500	500	0.0%
0	0	0	100	5343	Postage	100	100	0	0.0%
56,539	36,558	20,285	65,600		*Total Expense*	61,100	61,100	-4,500	-6.9%
74,007	52,008	36,062	86,568		*Total Budget*	82,486	82,486	-4,082	-4.7%

SENIOR CENTER/COUNCIL ON AGING

For elders, quality of life is often related to the quality and continuity of relationships. The Senior Center provides a welcoming destination that accepts you regardless of financial status, race, creed, medical condition, or mobility. Seniors are able to meet like-minded individuals in a safe environment. They can meet old friends or foster new friendships. In addition to the social impact, the Senior Center is a resource center. This is the only social service agency in town where seniors can find nutritional, physical, and educational activities created to assist a diverse demand of elderly needs and interests while attempting to foster independence and community interaction.

The Senior Center continues to be a place for actively aging seniors to come. Last fiscal year, we had 990 different seniors use the senior center in some fashion – programs, outreach, van, etc. This fiscal year, we are already at 784 different seniors. (Last fiscal year at this time, it was 747).

There are 5266 people 60 or over in town. This means about 1 out of every 4 residents is over 60. The population projections for Holden is that those under 20 will decrease, while those over 60 are going to increase. Holden is aging. We need to make sure that we have a solid Senior Center with access to outreach, transportation, nutrition, and programs in order to keep those staying at home as healthy and engaged as possible. Only about 4% of the population ends up in nursing homes. The rest stay home. We need to work to keep them active and connected to services.

5242 Maintenance of Equipment

The building is now 21 years old. The equipment is aging and in need of repair. We have already fixed the refrigerator this fiscal year. The generator has been looked at. The DPW has done a great job of trouble shooting a lot of things, but we need to call in specialists at times.

5340 Cell phone

We do not believe that there will be an increase to the cell phone bill, so we are level funding this item.

5343 Postage

Stamps are going up to \$0.63 each in 2023. We will be able to buy 714 stamps. We anticipate that this will be enough for the year.

5410 Petro Products

With the volatility in the oil prices, we have no idea what gas will cost going forward. We are waiting to get a number from John Woodsmall.

TOWN OF HOLDEN

FY 2024 BUDGET

5421 Office Supplies

We are very busy at the Senior Center. We have already spent \$1437.15 on toner, paper, and office supplies this year. The increase will help us cover the regular office expenses for the year.

5480 Bus Maintenance

The drivers take good care of the van, reporting any issues quickly. We are projecting to level fund this line item.

5490 Nutrition Program

Elder Services does not anticipate raising this expense. We are level funding this line item.

5711 Outreach Mileage

The outreach workers are very busy. More and more people are coming out of the woodwork for help. We are doing a modest increase of \$100 to cover anticipated increased home visits.

5792 Programs

Clare is doing a great job of getting new programs into the center. This draws more and more seniors to the building. Many of the programs are raising their prices. We are asking for an extra \$500 to cover these increases.

EXPENDITURE	TOWN MANAGER RECOMMENDED 2024
Replace Refrigerator and Freezer Units	\$9,700

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
41,650	42,734	43,154	44,013	5112	Clerical	37,801	37,801	-6,212	-14.1%
76,052	78,334	79,117	80,700	5113	Director of Senior Services	70,125	70,125	-10,575	-13.1%
39,287	40,594	41,560	45,453	5114	Outreach Workers	46,978	46,978	1,525	3.4%
16,469	14,016	18,904	19,301	5116	Program Coordinator	19,612	19,612	311	1.6%
0	0	0	2,000	5118	Custodian	0	0	-2,000	-100.0%
66,438	53,327	60,311	86,463	5119	Transportation	83,872	83,872	-2,591	-3.0%
239,896	229,005	243,046	277,930		*Total Salary & Wages*	258,388	258,388	-19,542	-7.0%

4	4	4	4		# Personnel F/T	4	4	0	0.0%
7	7	7	6		# Personnel P/T	6	6	0	0.0%

1,403	1,810	1,502	1,800	5242	Maint of Equipment	2,000	2,000	200	11.1%
604	588	629	600	5340	Cell Phone	600	600	0	0.0%
472	440	290	450	5343	Postage	450	450	0	0.0%
5,566	2,617	5,558	11,400	5410	Petro Products	8,100	8,100	-3,300	-28.9%
1,165	898	897	1,300	5421	Office Supplies	2,000	2,000	700	53.8%
1,073	781	1,633	2,000	5480	Bus Maintenance	2,000	2,000	0	0.0%
6,679	6,679	6,679	6,800	5490	Nutrition Program	6,800	6,800	0	0.0%
570	236	668	1,400	5711	Outreach Mileage	1,500	1,500	100	7.1%
7,513	7,523	7,166	7,500	5792	Programs	8,000	8,000	500	6.7%
25,045	21,572	25,022	33,250		*Total Expenses*	31,450	31,450	-1,800	-5.4%
264,941	250,577	268,068	311,180		*Total Budget*	289,838	289,838	-21,342	-6.9%

TOWN OF HOLDEN**FY 2024 BUDGET**

	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Request FY 2024	Manager FY 2024	Change from PY	% Change
CULTURE								
Gale Free Library	794,020	886,533	914,190	963,130	984,776	986,863	23,733	2.5%
Historical Commission	1,996	2,101	2,379	3,500	3,500	3,500	0	0.0%
TOTAL	796,016	888,634	916,569	966,630	988,276	990,363	23,733	2.5%

GALE FREE LIBRARY

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

INFORMATION AND REFERENCE SERVICES

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

CHILDREN'S SERVICES

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

SUPPORT FOR FORMAL EDUCATION

Students of all ages use the library for research and study. Children's and Reference staff acquire curriculum support materials, help students with assignments and projects, provide basic training in library skills and online searching, and work with teachers to provide materials for class projects. The library provides computers and wireless access for students as well as assistance with devices. Staff also provides special book deposits for teachers, every Holden elementary classroom is visited by staff, and historic

tours of the building are given to visiting schools each year. The Gale Free Library is the only resource for elementary, middle and high school students who are given assignments on local history.

POPULAR READING AND PERSONAL ENRICHMENT

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

FY 24 BUDGET HIGHLIGHTS

The library budget does not include any significant changes. The most notable change is the increase to the Technology Line (5794); this increase is due to the addition of Mobile Printing, Envisionware (time management software), the increasing cost of ink and an evolving tech environment. Other lines were reduced to reflect actual historical expenses and to mitigate some of the increase, such as (5430) Building Maintenance, (5247) Capital Equipment and (5242) Equipment Maintenance.

There is no increase in staffing in FY24. The library currently has 12 part-time positions, 4 of these are benefited (20 hours a week and above) and 7 full-time positions. The Five Year Capital Budget includes a change to FY24, updating of computers is replacing the window project, delaying it a year. The window study commissioned for last year's capital budget just started in November of 2022, so there are no definitive numbers. All computers will need replacement for compatibility with Windows 11.

STATE REQUIREMENTS**Municipal Appropriation Requirement (MAR)**

Massachusetts General Law (M.G.L., c.78, s.19A) states that a municipality must appropriate a figure of at least the average of the last 3 years' municipal appropriations to the library for operations, increased by 2.5%, in order to be certified for State Aid to Public Libraries.

This calculated figure is known as the Municipal Appropriation Requirement (MAR). Capital appropriations cannot be used to meet the MAR.

How to Calculate the MAR

The MAR is calculated using the prior 3 years' municipal appropriations for operating expenses or the MAR figure, whichever is higher. The average of the 3 years' figures is increased by 2.5% to determine the MAR figure for the current fiscal year.

$$[(FY_{aa} + FY_{bb} + FY_{cc}) / 3] \times 1.025 = \text{MAR for } FY_{dd}$$

The Materials Expenditure Requirement (MER) is defined in statute and regulation (MGL, c.78, s.19B; 605 CMR 4.01[5]). It is a percentage of the municipal appropriation to the library, based on the population of the municipality served by the library.

Population size and percentage of appropriation that must be spent on library materials.

Under 2,000	20%
2,000 - 4,999	19.5%
5,000 - 9,999	19%
10,000 - 14,999	16%
15,000 - 24,999	15%
25,000 - 49,999	13%
50,000 and over	12%

EXPENDITURE	TOWN MANAGER RECOMMENDED 2024
Replacement of Public Computers	\$31,580

TOWN OF HOLDEN

FY 2024 BUDGET

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
99,131	99,207	100,199	102,204	5110	Library Director	104,247	106,334	4,130	4.0%
140,414	135,604	140,049	144,797	5111	Librarians Salaried	150,258	150,258	5,461	3.8%
303,790	395,738	421,125	461,646	5112	Assistant Librarians	469,004	469,004	7,358	1.6%
543,335	630,549	661,373	708,647		*Total Salary & Wages*	723,509	725,596	16,949	2.4%
7	7	11	11		# Personnel F/T	11	11	0	0.0%
12	12	8	8		# Personnel P/T	8	8	0	0.0%
14,074	14,675	16,548	18,500	5212	Utilities	19,500	19,500	1,000	5.4%
8,519	9,104	10,946	9,000	5214	Fuel	10,000	10,000	1,000	11.1%
3,314	3,078	5,250	3,700	5231	Water/Sewer	3,800	3,800	100	2.7%
2,462	1,876	2,833	4,200	5242	Equipment Maintenance	3,000	3,000	-1,200	-28.6%
35,706	36,633	35,741	36,173	5243	CW MARS	36,890	36,890	717	2.0%
8,807	5,575	5,186	8,000	5247	Capital Equip. Maint	6,000	6,000	-2,000	-25.0%
2,118	1,775	1,926	1,600	5249	Alarm/Monitor	1,600	1,600	0	0.0%
2,074	2,392	1,992	2,300	5340	Cell Phone	2,300	2,300	0	0.0%
688	774	875	500	5343	Postage	650	650	150	30.0%
5,371	2,533	3,164	3,500	5421	Office Supplies	3,500	3,500	0	0.0%
6,209	6,651	3,691	5,600	5423	Material Processing	6,000	6,000	400	7.1%
6,980	13,468	6,445	9,000	5430	Building Maintenance	8,000	8,000	-1,000	-11.1%
0	583	150	200	5731	Association Dues	200	200	0	0.0%
141,359	142,311	140,286	142,010	5732	Books & Materials	144,627	144,627	2,617	1.8%
448	70	57	200	5733	Expense of Meetings	200	200	0	0.0%
12,556	14,486	17,727	10,000	5794	Technology Equipment	15,000	15,000	5,000	50.0%
250,685	255,984	252,817	254,483		*Total Expenses*	261,267	261,267	6,784	2.7%
794,020	886,533	914,190	963,130		*Total Budget*	984,776	986,863	23,733	2.5%

2024 MAR = \$964,171

HISTORICAL COMMISSION

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

Specialized historic restoration work on the house is done by a small corps of volunteers with funds set aside in the Commission's Special Projects Fund. This fund does not consist of town allotted funds. It is made up of private gifts to the Commission designated for special projects. 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 were initiated.

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	APPROPRIATION SUMMARY	Request FY 2024	Manager FY 2024	Change from PY	% Change
0	0	0	0	Clerical	0	0	0	0.0%
0	0	0	0	*Total Salary & Wages*	0	0	0	0.0%

Actual FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
401	416	431	400	5212 Utilities	400	400	0	0.0%
1,595	1,685	1,948	2,000	5214 Fuel	2,000	2,000	0	0.0%
0	0	0	100	5231 Water/Sewer	100	100	0	0.0%
0	0	0	800	5249 Alarm Monitor	800	800	0	0.0%
0	0	0	200	5430 Miscellaneous Repairs	200	200	0	0.0%
1,996	2,101	2,379	3,500	*Total Expense*	3,500	3,500	0	0.0%
1,996	2,101	2,379	3,500	*Total Budget*	3,500	3,500	0	0.0%

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	ASSESSMENT EDUCATION	Request FY 2024	Manager FY 2024	Change from PY	% Change
19,225,254	20,061,939	20,535,856	21,404,782	Wachusett Regional School District	22,260,973	22,260,973	856,191	4.0%
7,306,064	8,142,798	9,143,678	8,654,037	Voluntary Contribution	9,000,198	9,000,198	346,161	4.0%
2,204,518	2,219,546	2,214,426	2,652,422	WRSD Transportation	2,758,519	2,758,519	106,097	4.0%
1,050,540	1,043,084	1,038,732	1,061,215	New High School Debt (Const)	1,061,215	1,061,215	0	0.0%
39,434	38,374	36,710	33,980	Debt (Oil Remediation)	40,000	40,000	6,020	17.7%
29,825,810	31,505,741	32,969,402	33,806,436	*Total WRSD*	35,120,906	35,120,906	1,314,470	3.9%
				Vocational Education Tuition				
893,959	904,915	932,338	1,219,380	Montachusett Vocational	1,268,155	1,268,155	48,775	4.0%
0	14,190	34,390	30,000	Out of District Vocational Transportation	50,400	50,400	20,400	68.0%
0	28,834	24,100	29,700	Out of District Vocational Tuition	30,200	30,200	500	1.7%
893,959	947,939	990,828	1,279,080	*Total Vocational Tuition*	1,348,755	1,348,755	69,675	5.4%
30,719,769	32,453,680	33,960,230	35,085,516	*Total Expenses*	36,469,661	36,469,661	1,384,145	3.9%
30,719,769	32,453,680	33,960,230	35,085,516	*Total Budget*	36,469,661	36,469,661	1,384,145	3.9%

	Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Request FY 2024	Manager FY 2024
OTHER FUNDS						
Water/Sewer Enterprise Fund	7,888,332	7,810,670	8,182,509	9,612,761	8,081,913	8,081,913
Solid Waste Enterprise Fund	1,288,726	1,310,916	1,363,711	1,602,601	1,679,545	1,679,545
Inspection Revolving Fund	195,112	225,155	245,261	247,259	248,731	248,731
Cable Revolving Fund	231,531	322,965	247,937	387,229	330,761	330,761
Recreation Revolving Fund	764,641	698,301	771,691	1,049,061	1,152,027	1,152,027
TOTAL	10,368,342	10,368,007	10,811,109	12,898,911	11,492,977	11,492,977
	Balance FY 2020	Balance FY 2021	Balance FY 2022	Estimated Balance FY 2023	Estimated Balance FY 2024	Estimated Balance FY 2024
General Stabilization Fund	4,458,311	4,786,559	4,822,898	4,928,403	5,078,403	5,078,403
Water/Sewer Stabilization Fund	194,807	200,066	195,356	196,237	196,237	196,237
Fire Vehicle Stabilization Fund	517,608	313,300	405,282	507,110	507,110	507,110
Open Space Stabilization	266,753	169,839	215,519	216,491	216,491	216,491
Dispatch Infrastructure Stabilization	66,789	68,592	66,977	67,279	67,279	67,279
DPW Depreciation Fund	560,686	680,402	738,900	742,233	792,233	792,233
Other Post Employment Benefits TF	4,349,496	6,090,084	5,732,988	6,028,656	6,328,324	6,328,324
TOTAL	10,414,450	12,308,842	12,177,920	12,686,409	13,186,077	13,186,077

WATER & SEWER ENTERPRISE FUND**MISSION STATEMENT**

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

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

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

Administration

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

TOWN OF HOLDEN

FY 2024 BUDGET

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.

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 six (106) 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 2021, a total of approximately 532 million gallons of water was produced and/or purchased (fifty-eight (58) percent produced and forty-two (42) percent purchased), all of which was pumped utilizing thirteen (13) water pumping stations. The produced water comes from Holden's four (4) underground well sites and the purchased water comes from two (2) inter-municipal connections with the City of Worcester.

Sewer Collection Systems

There are approximately eighty (80) 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 thirty (30) 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.

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 Clean Water (UBCW), formerly known as the Upper Blackstone Water Pollution Abatement District 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

TOWN OF HOLDEN

FY 2024 BUDGET

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.

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.

The capital purchases planned for the Water & Sewer Division for FY2024 are as follows:

1. Water Main Replacement and/or Lining for \$1,250,000 (Borrowing). This is the annual amount of money needed to continue to perform upgrades to the Town's water system. Planned work for FY2024 includes the continued replacement of water main in the Holden Street/Chapel Street Shrewsbury Street intersection area in advance of the Shrewsbury Street State roadway reconstruction project.
2. Inflow/Infiltration (I/I) Removal for \$800,000 (Borrowing). Year 6 of a 20-year plan to mitigate unwanted groundwater and rainwater entering the sanitary sewer system. This will entail construction and repairs to the existing sewer system based on the results of previous year's I/I investigations.
3. Parker Sewer Meter Replacement for \$50,000. This meter is extremely old and barely functioning. This meter measures all sewer flow from the Park-Cook neighborhood of Holden into the City of Worcester' sewer system. This flow represents approximately 5-percent of the Town's total flow to the City. Replacement of this meter is required to ensure proper measurement and billing of the sewer transport charge to the State and City.

TOWN OF HOLDEN

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4. Wachusett Treatment Plant Chemical Feed Modification for \$60,000. The addition of chlorine treatment at the Wachusett Treatment plant is being mandated by the Massachusetts Department of Environmental Protection (MADEP), this item covers the expected costs of changing the temporary system that exists at this location to a permanent one.
5. Heather Circle Pump Station Driveway Repair for \$10,000. The Town shares a common driveway with the resident on whose property the sewer pump station is located. Due to wear and tear, the driveway is in poor shape and needs to be replaced. This amount only covers the portion that the Town directly uses.
6. Water Storage Tanks Chemical Addition Retrofit (Avery, Jefferson, Chapin, and Highland Tanks) for \$144,000. MADEP is requiring that the manual dosing of occasional chlorine cease and be replaced with a metered, pump system. This line item covers the construction cost for the equipment purchase and installation that will now be necessary at each tank location.
7. Quinapoxet and Spring Street Wells Redevelopment for \$20,000. One well at each location will be cleaned and redeveloped. The Spring Street well is redeveloped annually, while the Quinapoxet well is redeveloped once every ten (10) years or so.

The total expense budget for FY2024 is proposed to decrease by approximately \$1.53 million from the FY2023 approved budget, or 16-percent. The biggest reason for this change is the successful litigation against the State of Massachusetts and City of Worcester over sewer transport charges paid to the City by the Town. The following line items are proposed for significant changes:

1. Salaries-Labor. This line item has increased due to a several relatively newer employees having salary step increases available, as well as contractually agreed base wage adjustments.
2. Salaries-Standby-This was increased because of base wage adjustments to personnel who are assigned weekend and holiday standby duty, as well as an increase in the on-call stipend for those same employees.
3. Salaries-Overtime-Due to the aforementioned base wage adjustments, as well as historical usage trends, the line item was increased by \$10,000.
4. Wage Adjustment-Eliminated as contract negotiations had concluded and the agreed upon wage adjustments are now included in the Salary line item.
5. Light and Power-Increased due to projected electric rate increases as well as the 28-percent share of the power costs at the new DPW Facility that will be shared between the W&S Enterprise Fund and the DPW Garage General Fund.
6. Fuel- Increased due to ongoing increases in the price of natural gas as well as the 28-percent share of the power costs at the new DPW Facility that will be shared between the W&S Enterprise Fund and the DPW Garage General Fund.
7. Pump Station Water Maintenance-Increased by \$25,000 to reflect greater costs associated with the supplies and parts needed to maintain the drinking water wells and interconnections.
8. Water Incremental O&M-Increased by \$25,000 to reflect historical usage and the inflationary costs of parts and supplies needed to maintain the drinking water system.
9. Legal Services-Increased to reflect the expenditures expected to be incurred to defend on appeal the jury verdict against the City of Worcester.
10. DCR Disposal-Decreased by \$1,980,000 as a result of the jury findings against the City of Worcester. MWRA Maintenance-Decreased to reflect recent cost trends.
11. UBWPAD-Assessment-this is the money paid to the Upper Blackstone Clean Water sewerage treatment district each year for the treatment of the Town's sewerage. The overall budget of the district went up approximately 5-percent. Given the flow percentage calculations used, the Town's overall apportionment went up approximately 7.4-percent.

TOWN OF HOLDEN**FY 2024 BUDGET**

12. MWRA Maintenance-This line item was increased due to the higher costs of maintenance that we are seeing throughout the industry, and thus expected to be passed along to the Town for the DCR Trunk sewer maintenance by the MWRA. Also, due to metering changes at the Rutland line, a higher percentage of costs is now being passed on to Holden.
13. Worcester Water-Beginning in FY2024, the Intermunicipal Agreement between the Town and the City of Worcester for the provision of drinking water to the Town allows for a 10-percent increase in the rate paid by the Town. The value of \$1,100,000 represents an estimated increase of 4-percent to the current rate, and then the 10-percent surcharge that will begin to accrue.
14. Vehicle Maintenance- Has increased by \$5,000 due to overall increasing age of the vehicle fleet, and more specifically, the industry wide cost increases in replacement parts and supplies.
15. Chemicals-Increased to reflect current value of chemicals used in drinking water treatment. The Town is now part of a large consortium of water and sewer systems/plants that performs a joint bid for chemicals, which leads to better pricing through larger purchasing power. However, extreme pricing changes in the chemical industry has resulted in increased chemical costs.
16. New Meters/Repairs-While new meters have been ordered as part of the overall replacement program, there are significant lead times for these to arrive. In the meantime, we continue to suffer from large number of failures of the reading/transmission parts of the meter and we have to attempt to replace those. Additionally, once the new meters arrive, this line item will be used to cover the miscellaneous fittings and pipe that may be needed to install the new meters, as well as a meter tracking system to ensure efficient installation of the meters by Town staff.
17. Billing Expenses-In conjunction with the Light Department, an updated analysis of the costs associated with the billing system for the Light Department, W&S Enterprise Fund, and the Trash Fund was conducted. Costs for billing are much higher than the W&S Enterprise Fund had previously been charged. The \$40,000 increase in this line item represents Year 1 of a 2 Year process to increase the funds transferred to the Light Department for billing services rendered to the W&S Enterprise Fund. A similar increase is planned to be implemented in FY2025 to make this line item fully funded.
18. Capital Outlay-Decreased planned "cash" expenditures for capital improvements to be performed in FY2024.

EXPENDITURE	TOWN MANAGER RECOMMENDED
Water Main Replacement and/or Lining	\$1,250,000
Inflow/Infiltration Removal	\$800,000
Parker Sewer Meter Replacement	\$50,000
Wachusett Treatment Plant Chemical Feed	\$60,000
Heather Circle Sewer Pump Station Driveway	\$10,000
Water Storage Tanks Chemical Addition Retrofit	\$144,000
Quinapoxet and Spring Well Redevelopment	\$20,000

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

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	APPROPRIATION Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
665,370	687,380	693,840	730,115	Salary & Wages	773,813	773,813	43,698	6.0%
7,009,556	7,043,290	7,488,431	8,882,646	Operating Expenses	7,308,100	7,308,100	-1,574,546	-17.7%
213,406	80,000	238	0	Capital Outlay	0	0	0	0.0%
7,888,332	7,810,670	8,182,509	9,612,761	Total Budget	8,081,913	8,081,913	-1,530,848	-15.9%

FINANCING PLAN									
6,588,714	7,072,029	6,902,695	7,297,029	4210	Water Rates	7,570,695	7,570,695	273,666	3.8%
0	0	0	334,000		Water Rate Increase	0	0	-334,000	-100.0%
0	0	0	334,000		Sewer Rate Increase	0	0	-334,000	-100.0%
14,678	39,152	47,503	25,000	4220	Water Miscellaneous	20,000	20,000	-5,000	-20.0%
72,640	38,700	88,050	50,000	4221	Water Connections	50,000	50,000	0	0.0%
158,766	164,215	167,833	140,200	4222	Tower Rental	144,262	144,262	4,062	2.9%
0	0	0	46,000	4223	Sprinkler Charges	50,000	50,000	4,000	8.7%
30,189	5,032	1,422	5,000	4280	Interest	5,000	5,000	0	0.0%
4,578	13,826	20,239	2,500	4320	Liens	2,500	2,500	0	0.0%
49,850	51,226	153,870	60,000	4321	Sewer Insp/Entrance Fees	60,000	60,000	0	0.0%
268,373	271,513	247,323	250,000	4751	Sewer Project Assessment	240,000	240,000	-10,000	-4.0%
0	1,252	0	0	4940	W/S Sale of Town Assests	0	0	0	0.0%
143,904	53,390	7,885	7,885		Prior Year Unspent Encumbrances	0	0	-7,885	-100.0%
1,145,000	1,180,000	695,000	1,071,000		Free Cash Appropriated from previous yr	0	0	-1,071,000	-100.0%
-1,180,000	-695,000	-1,071,000	0	3590	Free Cash Appropriated for next year	0	0	0	0.0%
7,296,692	8,195,335	7,260,820	9,622,614		TOTAL REVENUE	8,142,457	8,142,457	-1,480,157	-15.4%
7,888,332	7,810,670	8,182,509	9,612,761		TOTAL EXPEND.	8,081,913	8,081,913	-1,530,848	-15.9%
1,382,043	790,403	1,175,068	253,378		PRIOR YEAR BALANCE	263,231	263,231	9,853	3.9%
790,403	1,175,068	253,378	263,231		BALANCE	323,775	323,775	60,544	23.0%
FY24 Projected Surplus						60,544	60,544		

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
92,353	98,945	98,566	96,938	5110 Superintendent	102,829	102,829	5,891	6.1%
42,178	39,306	42,543	44,013	5112 Clerical	44,718	44,718	705	1.6%
431,257	450,720	446,594	459,464	5116 Labor	492,566	492,566	33,102	7.2%
43,983	41,744	45,301	48,000	5131 Standby	52,000	52,000	4,000	8.3%
50,981	43,758	53,647	45,000	5132 Overtime	55,000	55,000	10,000	22.2%
1,440	8,280	2,776	10,000	5140 Police Detail	10,000	10,000	0	0.0%
479	127	813	400	5142 Work/Out of Class	800	800	400	100.0%
2,700	4,500	3,600	6,300	5143 Incentive Plan	6,300	6,300	0	0.0%
0	0	0	20,000	5150 Wage Adjustment	0	0	-20,000	-100.0%
665,370	687,380	693,840	730,115	*Total Salary & Wages*	773,813	773,813	43,698	6.0%
10	10	10	10	# Personnel F/T	10	10	0	0.0%
0	0	0	0	# Personnel P/T	0	0	0	0.0%
				5171 N Worker's Comp Insurance	15,537	15,537	15,537	0.0%
9,329	9,419	9,510	10,800	5173 Medicare	11,220	11,220	420	3.9%
314	339	374	350	5174 Life Insurance	301	301	-49	-13.9%
84,816	117,116	120,546	133,600	5175 Health Insurance	134,703	134,703	1,103	0.8%
114,786	123,720	138,887	157,837	5177 Retirement	172,042	172,042	14,205	9.0%
155,771	155,752	178,570	180,000	5211 Light and Power	210,000	210,000	30,000	16.7%
4,904	3,610	6,718	8,000	5214 Fuel	14,000	14,000	6,000	75.0%
0	0	14,960	0	5245 Water Tank Inspection	0	0	0	0.0%
29,961	25,291	37,799	50,000	5246 Pump Station Water Maintenance	75,000	75,000	25,000	50.0%
25,915	44,581	20,443	45,000	5247 Pump Station-Sewer Maintenance	45,000	45,000	0	0.0%
6,084	6,574	9,455	7,000	5248 Generator Maintenance	10,000	10,000	3,000	42.9%
1,200	1,776	0	6,000	5249 Sewer Incremental O&M	6,000	6,000	0	0.0%
45,191	26,971	42,963	35,000	5251 Water Incremental O&M	50,000	50,000	15,000	42.9%
12,152	10,259	10,995	12,000	5291 Hydrant Replacement	12,000	12,000	0	0.0%
470,609	518	409,197	200,000	5300 Legal Services	400,000	400,000	200,000	100.0%
73,640	79,933	96,421	75,000	5303 Consulting Services	75,000	75,000	0	0.0%
0	0	95	1,000	5304 Physicals	1,000	1,000	0	0.0%
4,018	4,437	4,389	5,000	5316 SDWA Assessment	5,000	5,000	0	0.0%
1,932,302	1,927,706	1,822,981	2,480,000	5317 DCR Disposal	500,000	500,000	-1,980,000	-79.8%
966,184	1,097,713	1,122,790	1,179,988	5318 UBWPAB-Assessment	1,266,761	1,266,761	86,773	7.4%
51,182	62,000	100,000	75,000	5319 MWRA-Maintenance	100,000	100,000	25,000	33.3%
20,000	20,800	20,000	23,000	5320 West Boylston Woodland PS IMA	23,000	23,000	0	0.0%
5,802	6,214	5,857	6,000	5340 Pager/Cell Phone	6,000	6,000	0	0.0%

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
23,852	29,030	36,640	34,000	5342 Radio Lines	40,000	40,000	6,000	17.6%
858,586	1,141,117	798,331	865,000	5381 Worcester Water	1,100,000	1,100,000	235,000	27.2%
10,423	10,717	13,837	21,000	5410 Petro Products	19,500	19,500	-1,500	-7.1%
7,584	7,938	10,750	11,000	5411 Diesel Fuel	14,500	14,500	3,500	31.8%
2,841	4,289	5,293	4,000	5421 Office Supplies	4,000	4,000	0	0.0%
5,291	6,933	2,624	10,000	5440 Property Maintenance	10,000	10,000	0	0.0%
20,424	25,478	24,266	20,000	5480 Vehicle Maintenance	25,000	25,000	5,000	25.0%
22,147	19,352	15,115	23,000	5531 Stock	23,000	23,000	0	0.0%
4,367	6,643	2,457	7,000	5532 Tools	7,000	7,000	0	0.0%
69,851	68,790	74,544	75,000	5535 Chemicals	85,000	85,000	10,000	13.3%
16,989	7,810	16,119	15,000	5538 Misc Patch	20,000	20,000	5,000	33.3%
33,004	51,082	57,974	15,000	5539 New Meters/Repairs	75,000	75,000	60,000	400.0%
44,903	44,903	44,903	45,000	5580 Billing Expenses	85,000	85,000	40,000	88.9%
3,061	3,598	3,486	4,000	5581 Uniforms	4,000	4,000	0	0.0%
3,680	4,086	5,841	4,000	5584 Safety Wear	4,500	4,500	500	12.5%
24,826	29,505	31,772	33,000	5741 Property/Liability	28,342	28,342	-4,658	-14.1%
7,380	12,740	10,482	15,000	5783 Licenses and Training	15,000	15,000	0	0.0%
213,406	80,000	238	0	5810 Capital Outlay	0	0	0	0.0%
1,708,787	1,717,150	1,858,647	2,238,523	5910 Debt	2,025,965	2,025,965	-212,558	-9.5%
0	0	75,000	75,000	5961 Indirect Manager DPW Staff	75,000	75,000	0	0.0%
8,500	8,500	8,500	8,670	5961 Indirect Manager	8,843	8,843	173	2.0%
14,500	14,500	14,500	14,790	5961 Indirect Collections	15,086	15,086	296	2.0%
10,000	10,000	10,000	10,200	5961 Indirect Accounting	10,404	10,404	204	2.0%
33,400	33,400	33,400	34,068	5961 Indirect Mechanics	34,749	34,749	681	2.0%
16,000	16,000	16,000	16,320	5961 Indirect IT	16,646	16,646	326	2.0%
0	0	100,000	448,500	5963 A Transfer to Capital (Cash purchases)	284,000	284,000	-164,500	-36.7%
0	0	0	100,000	5781 Emergency Reserve (O&M Reserve)	100,000	100,000	0	0.0%
45,000	45,000	45,000	45,000	5966 A Transfer to W/S OPEB	45,000	45,000	0	0.0%
7,222,962	7,123,290	7,488,669	8,882,646	*Total Expenses*	7,308,100	7,308,100	-1,574,546	-17.7%
7,888,332	7,810,670	8,182,509	9,612,761	*Total Budget*	8,081,913	8,081,913	-1,530,848	-15.9%

RESIDENTIAL TRASH AND RECYCLING PROGRAM

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

The collection of trash and recyclable materials is done by a private firm, Casella Waste Services, under long term contract to the town for this service. The current contract with Casella expires at the end of FY 2025. FY 2024 costs for recycling and solid waste collection will increase 3% by \$73,636 for the fiscal year. In addition to the fixed collection costs Holden pays a per ton disposal fee for both trash and recycling.

Casella processes the recyclable materials at the Single Stream Recycling Facility in Auburn, MA. This facility was a first of its kind, recyclable materials sorting facility. The recycling market is still dramatically changing, resulting in a national decrease in the aggregate resale value, the market fluctuates base on quantity of materials and after market trends.

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 2027, 47 central Massachusetts communities worked with Wheelabrator to negotiate the renewal of that contract. The Wheelabrator facility was sold to another company that specializes in waste to energy facilities. The new entity, Wheelabrator Technologies Inc. in negotiations with the 47 CMRRC communities agreed to an annual increase based on the Consumer Pricing Index (CPI) for Northeast Urban Wage Earners. The estimated CPI for FY24 shows an increase from FY23 \$72.25 to an anticipated cost around \$78.53 per ton.

There are two service options available to residents, there is a fee increase proposal for Plan A (65gal. trash/95 gal. recycling) from \$19.75 to \$22.00 a month and an increase for Plan B (35gal. trash/35 gal. recycling) from \$14.75 to cost of \$16.50 a month. There are approximately 5,500 residences subscribing to Plan A, and there are 690 residences on Plan B. Residents who have trash that cannot fit into the bin are able to purchase overflow trash bags for \$8.00 a sleeve

of five, 35 gallon bags. The proposed user fees are expected to finance the trash and recycling program until the end of FY25.

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 their monthly utility billing.

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

Budget Highlights

- There is a modest increase in costs for trash and recycling to cover the annual 3% increase in fixed collection costs with Casella to \$1,602,601 to \$1,676,237.
- There is a moderate increase anticipated for the disposal per ton at the Wheelabrator trash facility which would be \$78.53 per ton.
- There is a significant increase associated with the costs of recycling disposal. Residents currently pay \$19.75/\$14.50 (65gal/35gal bags). To make up for the increase in disposal costs, bag rates will need to be increased in FY24.

DEPARTMENT	FUNCTION CODE
Solid Waste Enterprise Fund	68 Fund
DEPARTMENT HEAD	
Chantell Fleck	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		APPROPRIATION SUMMARY	Request FY 2024	Manager FY 2024	Change from PY	% Change
47,776	45,276	45,998	52,829		Salary & Wages	50,329	50,329	-2,500	-4.7%
1,240,950	1,265,640	1,317,713	1,549,772		Operating Expense	1,629,216	1,629,216	79,444	5.1%
1,288,726	1,310,916	1,363,711	1,602,601		Total Budget	1,679,545	1,679,545	76,944	4.8%
FINANCING PLAN									
1,376,226	1,392,138	1,398,640	1,365,000	4210	User Fees	1,365,000	1,365,000	0	0.0%
0		0	0		Fee Increase	88,950	88,950	88,950	0.0%
31,072	42,928	43,952	32,000	4220	Misc/Trash Bags	32,000	32,000	0	0.0%
1,963	570	131	500	4280	Interest	500	500	0	0.0%
738	2,922	3,315	500	4320	Liens	500	500	0	0.0%
880	791	0	0	4975	Other revenue	0	0	0	0.0%
1,410,879	1,439,349	1,446,038	1,398,000		TOTAL REVENUE	1,486,950	1,486,950	88,950	6.4%
0	25,000	25,000	205,000		FREE CASH CURRENT YEAR	200,000	200,000	-5,000	-2.4%
1,288,726	1,310,916	1,363,711	1,602,601		TOTAL EXPENDITURES	1,679,545	1,679,545	76,944	4.8%
122,153	153,433	107,327	399		CURRENT YEAR BUDGET SURPLUS	7,405	7,405	7,006	1755.2%
0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0	0	0.0%
-25,000	-25,000	-205,000	-200,000		FREE CASH USE - NEXT YEAR	0	0	200,000	-100.0%
502,501	599,654	728,087	630,414		PRIOR YEAR BALANCE	430,813	430,813	-199,601	-31.7%
599,654	728,087	630,414	430,813		BALANCE	438,218	438,218	7,405	1.7%

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
19,263	19,841	20,046	20,441	5110 Dir of Planning and Development	17,651	17,651	-2,790	-13.6%
13,592	13,969	14,108	14,388	5112 Clerical	14,678	14,678	290	2.0%
14,921	11,466	11,844	18,000	5119 Compost Operation	18,000	18,000	0	0.0%
47,776	45,276	45,998	52,829	*Total Salary & Wages*	50,329	50,329	-2,500	-4.7%
2	2	2	2	# Personnel F/T (shared)	2	2	0	0.0%
0	0	0	0	# Personnel P/T (shared)	0	0	0	0.0%
				5171 N Worker's Comp Insurance	904	904	904	0.0%
434	404	401	766	5173 Medicare	730	730	-36	-4.7%
13	13	13	20	5174 Life Insurance	8	8	-12	-60.0%
8,742	9,179	9,895	12,000	5175 Health Insurance	10,650	10,650	-1,350	-11.3%
6,200	7,000	8,000	8,613	5177 Retirement	9,388	9,388	775	9.0%
392,232	412,345	419,915	400,000	5250 Disposal Fees	420,000	420,000	20,000	5.0%
31,781	12,350	31,320	42,000	5251 Toters/Overflow Bags	42,000	42,000	0	0.0%
508,185	523,430	816,869	841,375	5252 Solid Waste Collection	866,617	866,617	25,242	3.0%
261,792	269,646	657	150,000	5253 Recycling	180,000	180,000	30,000	20.0%
		0	60,000	5254 Fuel Surcharge	60,000	60,000	0	0.0%
880	885	0	1,600	5299 Recycling Program	1,600	1,600	0	0.0%
0	0	0	500	5343 Postage	0	0	-500	-100.0%
32	0	0	1,000	5421 Office Supplies	1,000	1,000	0	0.0%
18,259	17,988	18,243	18,500	5580 Billing Expense	21,800	21,800	3,300	17.8%
0	0	0	250	5711 Mileage Reimbursement	200	200	-50	-20.0%
0	0	0	500	5741 Insurance/Bad Debt	0	0	-500	-100.0%
				5741 N Property/Liability Insurance	1,418	1,418	1,418	0.0%
9,200	9,200	9,200	9,384	5961 Indirect Collections	3,329	3,329	-6,055	-64.5%
3,200	3,200	3,200	3,264	5961 Indirect Accounting	9,572	9,572	6,308	193.3%
1,240,950	1,265,640	1,317,713	1,549,772	*Total Expenses*	1,629,216	1,629,216	79,444	5.1%
1,288,726	1,310,916	1,363,711	1,602,601	*Total Budget*	1,679,545	1,679,545	76,944	4.8%

INSPECTIONS

The Inspections Division is charged with the enforcement of the State Building codes for all structures built or renovated in the Town of Holden. Currently there are 8,429 parcels of land in the 37 square miles that comprise the Town of Holden. There are structures on approximately 7,600 of these parcels. The structures range in complexity from basic storage structures all the way through to the Wachusett Regional High School which, at 400,000 square feet, is the largest building in the town. There are approximately 6,800 residential structures spread across the Town's 120 miles of public roads. The Inspections Division receives about 1,600 applications per year for building, mechanical, wiring, plumbing, and gas fitting work. The department schedules and conducts approximately 2,600 inspections annually for this work. In addition to the inspections, all the plans, applications, dates of inspection, and other records for the work performed are required to be kept for the life of the building as by the stipulated the Commonwealth of Massachusetts Secretary of State.

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

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

Given the residential character of the Town, a significant amount of time is spent by department staff and inspectors working with residents and developers on various building projects. The department has a full time Building Commissioner who also serves as the Zoning Enforcement Officer, one part-time building inspector, one part-time wiring inspector, and one part-time plumbing and gas inspector, sealer of weights and measures and administrative staff shared with Planning and Development. The revenue from inspections in FY22 totaled \$249,228.

BUDGET HIGHLIGHT

In FY22 inspections generated \$255,838 in application fees and total inspections to include building, electrical, plumbing, gas amount to 2,136 number of inspections. This number of inspections does not include annual Certificate of Occupancies or the investigation of code violations.

New home construction is low however an increase in home improvements to existing residences and accessory structures has greatly increased.

The overall budget has decreased by over sixty thousand from FY23 budget.

DEPARTMENT	FUNCTION CODE
Inspection Revolving Fund	27 Fund
DEPARTMENT HEAD	
David Lingberg	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	APPROPRIATION SUMMARY	Request FY 2024	Manager FY 2024	Change from PY	% Change
124,556	149,945	140,628	155,458	Salary & Wages	154,082	154,082	-1,376	-0.9%
70,556	75,210	104,633	91,801	Operating Expense	94,649	94,649	2,848	3.1%
195,112	225,155	245,261	247,259	Total Budget	248,731	248,731	1,472	0.6%

FINANCING PLAN									
32,750	49,370	45,155	38,000	4420	Wire Fees	35,000	35,000	-3,000	-7.9%
53,851	76,363	65,690	62,000	4421	Plumbing/Gas Fees	60,000	60,000	-2,000	-3.2%
110,884	138,965	138,383	130,000	4422	Building Fees	130,000	130,000	0	0.0%
197,485	264,698	249,228	230,000		TOTAL REVENUE	225,000	225,000	-5,000	-2.2%
195,112	225,155	245,261	247,259		TOTAL EXPEND.	248,731	248,731	1,472	0.6%
2,373	39,543	3,967	-17,259		Current Year Surplus/(Deficit)	-23,731	-23,731	-6,472	37.5%
219,305	221,678	261,221	265,188		Previous Balance	247,929	247,929	-17,259	-6.5%
221,678	261,221	265,188	247,929		BALANCE	224,198	224,198	-23,731	-9.6%

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
50,782	52,306	52,829	53,886	5111 Building Commissioner	54,964	54,964	1,078	2.0%
31,774	32,599	32,919	33,572	5112 Clerical	34,118	34,118	546	1.6%
22,200	32,440	29,240	32,000	5113 Wire Inspector	32,000	32,000	0	0.0%
19,520	29,240	23,960	31,000	5115 Gas/Plumbing Inspector	30,000	30,000	-1,000	-3.2%
280	3,360	1,680	5,000	5119 Building Inspector	3,000	3,000	-2,000	-40.0%
124,556	149,945	140,628	155,458	*Total Salary & Wages*	154,082	154,082	-1,376	-0.9%
3	3	3	3	# Personnel F/T (shared)	3	3	0	0.0%
5	5	5	5	# Personnel P/T (by Inspection)	5	5	0	0.0%
				5171 N Worker's Comp Insurance	2,168	2,168	2,168	0.0%
2,101	2,460	2,236	3,000	5173 Medicare	3,000	3,000	0	0.0%
81	81	81	85	5174 Life Insurance	23	23	-62	-72.9%
22,139	23,246	25,222	26,000	5175 Health Insurance	27,700	27,700	1,700	6.5%
19,000	23,000	24,000	25,838	5177 Retirement	28,163	28,163	2,325	9.0%
9,000	9,000	9,000	9,180	5217 IT Indirect - GIS	9,364	9,364	184	2.0%
1,200	1,200	1,200	1,224	5216 Accounting Indirect	1,248	1,248	24	2.0%
1,200	1,200	1,200	1,224	5219 Treasurer/Collector Indirect	1,248	1,248	24	2.0%
0	340	0	500	5301 Advertising	500	500	0	0.0%
0	0	1,500	2,500	5303 Consulting Services	1,500	1,500	-1,000	-40.0%
0	0	0	3,000	5307 Peer Review	1,500	1,500	-1,500	-50.0%
8,000	8,000	8,000	8,000	5311 Software License/Support	8,240	8,240	240	3.0%
2,314	1,920	1,992	4,200	5340 Cell Phones	2,100	2,100	-2,100	-50.0%
0	0	0	400	5343 Postage	400	400	0	0.0%
515	610	1,178	1,400	5421 Office Supplies	1,000	1,000	-400	-28.6%
350	345	710	750	5509 Train/Educ/Programs	750	750	0	0.0%
668	444	0	800	5510 Technical Ref Books	800	800	0	0.0%
0	0	0	100	5582 Non Capital Equipment	0	0	-100	-100.0%
0	0	243	800	5480 Vehicle Maintenance	500	500	-300	-37.5%
0	0	111	850	5410 Petroleum Costs	644	644	-206	-24.2%
3,743	3,079	0	0	5711 Mileage Reimbursement	0	0	0	0.0%
245	230	260	500	5731 Association Dues	400	400	-100	-20.0%
0	55	57	150	5732 Publications	0	0	-150	-100.0%
0	0	0	500	5733 Expense of Meetings	0	0	-500	-100.0%
				5741 N Property/Liability	3,401	3,401	3,401	0.0%
0	0	27,643	0	5810 Capital Cost new Vehicle	0	0	0	0.0%
0	0	0	800	5794 Hardware Purchase	0	0	-800	-100.0%
70,556	75,210	104,633	91,801	*Total Expenses*	94,649	94,649	2,848	3.1%
195,112	225,155	245,261	247,259	*Total Budget*	248,731	248,731	1,472	0.6%

HOLDEN COMMUNITY TELEVISION

ADMINISTRATION – The administration function includes contracts, purchasing and ordering, billing, services, and utilities. This involves a significant amount of resources and time to keep HCTV running at top efficiency to help serve the needs of the Town of Holden. It also involves research and communication with vendors to research and investigate new equipment, new technologies, and visiting PEG stations with similar products. We have increased our network support budget to \$18,000 from \$14,000. With an increased network subscription service this budget this will allow us to keep our current subscriptions active. We also will be upgrading our lighting grid at our television studio. These upgrades will allow us to have a more flexible and upgraded lighting system. We will also continue to upgrade our computer systems. Several of our computer systems are considered “vintage” and are no longer supported or updated. These computers are the computers that our volunteers use for editing their video productions. All of these upgrades will give us the ability to create high quality video production in the field and in the studio.

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

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

- Health Insurance and Retirement increased
- Line #5212 Utilities increased by \$1,000
- Line #5243 Network support increased by \$6,000
- Line #5270 Studio rental increased by \$1000

EXPENDITURE	TOWN MANAGER RECOMMENDED 2024
CATV Studio Camera Upgrade	\$30,000
Remote Studio Upgrades	\$20,000

DEPARTMENT Cable Revolving Fund	FUNCTION Holden Community Television	FUNCTION CODE Fund 23
DEPARTMENT HEAD Peter Lukes	PREPARED BY Jay Brunetta	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	APPROPRIATION SUMMARY	Request FY 2024	Manager FY 2024	Change from PY	% Change
96,322	98,985	100,018	103,814	Salary & Wages	105,770	105,770	1,956	1.9%
135,209	223,980	147,919	283,415	Operating Expense	224,991	224,991	-58,425	-20.6%
231,531	322,965	247,937	387,229	Total Budget	330,761	330,761	-56,469	-14.6%

FINANCING PLAN								
288,789	281,982	267,571	280,000	Charter Access Grant	260,000	260,000	-20,000	-7.1%
655,181	712,872	672,889	694,090	Previous Balance	586,861	586,861	-107,229	-15.4%
433	1,000	1,567	0	PY Encumbrances Closed	0	0	0	0.0%
944,403	995,854	942,027	974,090	Total Revenue	846,861	846,861	-127,229	-13.1%
231,531	322,965	247,937	387,229	Less Expenditures	330,761	330,761	-56,469	-14.6%
712,872	672,889	694,090	586,861	Ending Balance	516,100	516,100	-70,761	-12.1%

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	Object Description	Request FY 2024	Manager FY 2024	Change from PY	% Change
76,052	78,334	79,117	80,700	5110 Public Access Coord.	82,313	82,313	1,613	2.0%
20,270	20,651	20,901	21,314	5119 Public Access Ass't PT	21,657	21,657	343	1.6%
0	0	0	1,800	5118 Seasonal/Temp	1,800	1,800	0	0.0%
96,322	98,985	100,018	103,814	*Total Salary & Wages*	105,770	105,770	1,956	1.9%
1	1	1	1	# Personnel F/T	1	1	0	0.0%
2	2	2	2	# Personnel P/T	2	2	0	0.0%
1	1	1	1	# Personnel Seasonal	1	1	0	0.0%
473	567	607	5,636	5171 W/C	2,529	2,529	-3,107	-55.1%
1,349	1,300	2,713	1,505	5173 Medicare	1,534	1,534	28	1.9%
38	38	38	38	5174 Life Insurance	38	38	0	0.0%
17,030	17,881	19,402	21,000	5175 Health Insurance	21,300	21,300	300	1.4%
17,000	18,600	20,950	22,554	5177 Regional Retirement	24,584	24,584	2,030	9.0%
8,059	9,320	15,229	25,000	5212 Utilities	26,000	26,000	1,000	4.0%
1,300	1,300	1,300	1,326	5216 Accounting Reimb	1,353	1,353	27	2.0%
1,300	1,300	1,300	1,326	5219 Treas/Coll Reimb	1,353	1,353	27	2.0%
853	243	0	2,000	5242 Equipment Maint	2,000	2,000	0	0.0%
11,206	12,002	9,359	25,000	5243 Network Support	31,000	31,000	6,000	24.0%
30,780	31,290	32,093	33,000	5270 Studio Rental	34,000	34,000	1,000	3.0%
3,624	4,448	5,684	4,000	5271 Studio Rental Expenses	4,500	4,500	500	12.5%
76	72	93	150	5343 Postage	150	150	0	0.0%
990	406	358	1,000	5421 Office Supplies	1,000	1,000	0	0.0%
285	0	0	300	5422 Printing	300	300	0	0.0%
928	1,147	1,383	2,000	5423 Office Equipment	1,000	1,000	-1,000	-50.0%
3,960	3,970	3,957	4,000	5430 Studio Cleaning	4,000	4,000	0	0.0%
0	0	0	400	5711 Mileage	400	400	0	0.0%
575	0	0	1,000	5731 Membership	1,000	1,000	0	0.0%
0	22	21	1,000	5733 Expense of Meetings	500	500	-500	-50.0%
769	909	981	1,180	5741 Property/Liability Ins.	1,450	1,450	270	22.9%
29,818	35,563	25,871	80,000	5830 Small Equipment Purchase	15,000	15,000	-65,000	-81.3%
4,796	83,602	6,580	50,000	5840 Capital Purchases	50,000	50,000	0	0.0%
135,209	223,980	147,919	283,415	*Total Expense*	224,991	224,991	-58,425	-20.6%
231,531	322,965	247,937	387,229	*Total Budget*	330,761	330,761	-56,469	-14.6%

RECREATION

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 individuals reach their 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.

Our Recreation Department also offers Before and After School Programs at each of our three elementary schools for the community: Dawson, Mayo and Davis Hill. During the summer, an All Day Summer Program provides childcare and recreational activities at Dawson Recreation Area for school aged children. The Before and After School Programs and the All Day Summer Program provide necessary child care services in a safe and fun environment for children to interact with other children, outside of the traditional structured school setting. These programs are licensed by the Massachusetts Department of Early Education and Care.

This year we are rebuilding and expanding by bringing back previous programs and adding new offerings as well. Adults and families have responded positively to the active and passive leisure – time activities by participating in classes like basketball, and Charcuterie classes. Children's classes such as, babysitter's training, home alone safety and vacation programs have also been very well received.

During the summer months the pool area becomes the focus of numerous classes, and programs, such as swim lessons, half day programs, and tennis and basketball activities. Having the pool as the focal point for summer activities clearly defines the goal of recreation.

5112 – CLERICAL

Line increased by \$30,533 to bring an additional clerical position into the office. This was an addition planned by the previous Director. We currently run the Before and After School Programs at all 3 elementary schools and service over 250 families that rely on this program. As with most industries staffing these programs has been an issue that we have been facing since COVID and have been utilizing the office staff to fill in on most days. This position is necessary as we are planning to rebuild and expand all programming and will need additional staff to keep the Before and After School Programs and all new offerings operating efficiently.

5125 – TRAINING B/A SCHOOL STAFF

Line reduced for FY24 by \$2,280. This line is for state program required monthly meetings. I have reduced this as attendance at these meetings have been low and we will be holding some meetings on site when applicable.

5125 – B/A SCHOOL STAFF

Line increased by \$10,000. This increase was put in place to accommodate for the gradual increase in minimum wage. As stated previously, due to issues with staffing we need to be competitive in our wages to attract and retain staff. Many families rely on this service and we will not be able to run the program without the state required number of staff.

5307 – ON-BOARDING

Line decreased by \$14,982. This decrease is based on bringing on 33 new Before and After School Staff, which require CPR and First Aid Training, state required fingerprinting, and a 12 step training module. The cost is \$150.00 per new employee.

5410 – PETRO

Line increased by \$300.00 in anticipation of continued market volatility. Will defer to DPW for final projections.

5422 – PRINTING

Line increased by \$500.00. We use our copier for educational worksheets for our programs to use. We also use it to print flyers for advertising. We currently pay \$97.00 each month for our copy machine maintenance contract which covers toner and maintenance when needed. This charge is higher on months that the machine is used more.

5480 – VEHICLE MAINTENANCE

Line decreased by \$2,500 due to including new vehicle in the capital budget. This line was increased in FY23 because of deterioration of current vehicle. The current vehicle is very outdated and in need of many repairs, it is also in danger of not passing the next inspection.

5510 – SNACK BAR EXPENSE

Line increased by \$3,000. During the summer we stock the snack bar at the pool with a variety of snacks. In recent years the cost of snacks has increased dramatically. The need to increase the budget is in anticipation of higher costs of items.

5580 – ON-LINE BILLING EXPENSE

Line increased by \$2,350. We are charged 2% for every credit card payment which is in turn passed on to the patron by building it into our program price. In the coming year we are looking to increase our programming which will generate more revenue and credit card fees. This line increase is also due to an increase in our registration system pricing. The Myrec system that we use for registrations has many key features that are essential in our day-to-day functions. Without the use of this system would be a disservice to the over 4,400 and growing families that are registered in our database.

5581 – UNIFORMS

Line increased by \$200. During the summer we provide the staff with t-shirts and sweatshirts for the lifeguards. This increase is in anticipation of the rising cost of apparel.

5582 – PROGRAM SUPPLIES

Line increased by \$2,000. This line is used for supplies that we use for our summer programs, and other programs that we offer throughout the year that are not the Before and After School Programs. One example of how we used this line was to purchase Luminaria Kits for residents to purchase from our department for a Town Wide Luminaria night.

5583 – BEFORE AND AFTER SCHOOL PROGRAM SUPPLIES

Line increased by \$1,350. We currently have 293 children registered for the Before and After School Programs who we supply snacks, juice, and activities for. This line is used for supplies that we use in our Before and After School programs such as first aid supplies, snacks and replacement of worn equipment.

5711 – MILEAGE REIMBURSEMENT

Line increased by \$500. Due to the staffing shortage the 3 office staff have been covering the Before and After School Programs on a daily basis. This has put more miles on their cars than normal and they should be reimbursed for these miles.

EXPENDITURE	TOWN MANAGER RECOMMENDED 2024
Tennis Court Maintenance	\$55,000
Lap Pool Re-Caulking	\$15,000

TOWN OF HOLDEN

FY 2024 BUDGET

DEPARTMENT Recreation	FUNCTION Recreation	FUNCTION CODE 28-550
DEPARTMENT HEAD Angela Greene	PREPARED BY Angela Greene	

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023	APPROPRIATION SUMMARY	Request FY 2024	Manager FY 2024
393,669	275,369	472,969	613,591	Salary & Wages	606,607	606,607
370,972	422,932	298,722	435,470	Operating Expense	527,260	527,260
764,641	698,301	771,691	1,049,061	Total Budget	1,133,867	1,133,867

FINANCING PLAN						
284,356	241,923	422,129	305,821	Pool Passes	132,075	154,230
				I Pool Pass Fee Increase	22,155	
				N Summer Programs	72,645	79,415
				I Summer Program Fee Increase	6,770	
				N All Day Summer Program	85,372	111,515
				I All Day Summer Prog Fee Increase	26,143	
			20,000	Recreation Program Fees	22,134	22,134
			35,000	Field Rentals	27,250	27,250
1,487	12,150	14,567	12,000	Snack Bar	12,000	12,000
310,812	288	366,464	663,236	Before/After School Fees	531,371	679,571
				I Before/After School Fee Increase	148,200	
				N Other School Year Care Programs	7,500	7,500
596,655	254,361	803,160	1,036,057	Total Revenue	1,093,615	1,093,615
764,641	698,301	771,691	1,049,061	Less Expenditures	1,133,867	1,133,867
-167,986	-443,940	31,469	-13,003		-40,252	-40,252
990,107	822,121	378,181	409,650	Previous Balance	396,647	396,647
822,121	378,181	409,650	396,647	Balance	356,395	356,395

TOWN OF HOLDEN

FY 2024 BUDGET

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024
103,671	105,670	87,015	87,273	5110	Recreation Director	88,571	88,571
36,507	33,902	48,649	57,003	5111	Recreation Leader:	0	0
31,932	21,106	29,151	37,247	5112	Clerical:	110,961	110,961
28,840	28,840	28,840	30,278	5116	Labor (DPW Indirect)	37,240	37,240
128,881	0	166,681	223,485	5125	B/A School Staff	233,485	233,485
0	0		5,130	5125	Training B/A School Staff	2,850	2,850
63,838	85,851	83,072	173,175	5125	Seasonal Staff (Pool)	103,500	103,500
					Summer All Day Staff	30,000	30,000
0	0	29,561	0	5110	Retirement Payout	0	0
393,669	275,369	472,969	613,591		*Total Salary & Wages*	606,607	606,607
3	3	3	3		# Personnel F/T	4	3
0	0	0	0		# Personnel P/T	0	0
45	45	45	45		# Personnel Seasonal	45	45
2,845	3,400	3,645	3,973	5171	Workman's Comp	5,420	5,420
5,630	3,305	7,107	8,897	5173	Medicare	14,529	14,529
113	97	85	115	5174	Life Insurance	155	155
45,035	38,234	38,047	49,000	5175	Health Insurance	38,750	38,750
45,000	47,200	50,200	54,045	5177	Regional Retirement	58,909	58,909
22,104	17,670	23,952	33,000	5212	Utilities	35,000	35,000
3,310	1,350	3,310	3,377	5216	Accounting Reimb	3,444	3,444
14,225	5,975	14,225	14,510	5219	Treas/Coll Reimb	14,800	14,800
56,305	48,783	53,030	42,000	5231	Water/Sewer	57,000	57,000
0	0		18,982	5307	On-Boarding	5,000	5,000
519	528	95	0	5340	Cell Phone	0	0
0	0		50	5343	Postage	60	60
701	513	265	500	5410	Petro	0	0
88	949	3,646	3,000	5421	Office Supplies	3,000	3,000
1,377	0	0	1,000	5422	Printing	1,500	1,500
0	0		3,000	5480	Vehicle Maintenance	0	0

Actual FY 2020	Actual FY 2021	Actual FY 2022	Budget FY 2023		Object Description	Request FY 2024	Manager FY 2024
15,993	14,080	20,070	25,000	5430	Holden Pool Maint	25,000	25,000
9,195	7,140	9,180	10,000	5450	Studio Cleaning	19,590	19,590
0	0	8322	35,000	5460	Field Mainenance	35,000	35,000
0	0		1,000	5509	Training/Education FT staff	1,000	1,000
4,711	4,166	8,061	7,000	5510	Snack Bar Expense	10,000	10,000
302	0	462	600	5511	Committee Expense	600	600
16,547	7,812	18,970	23,650	5580	On Line Billing Expense	26,000	26,000
702	217	1,316	1,000	5581	Uniforms	1,200	1,200
5,404	3,420	5,473	4,000	5582	Program Supplies	6,000	6,000
7,292	0	10,849	13,650	5583	B/A School Program Supplies	15,000	15,000
0	23		500	5711	Mileage Reimbursement	1,500	1,500
250	0	250	250	5731	Dues	300	300
0	12,500	0	0	5734	Open Space/Rec Plan	0	0
4,611	5,451	5,887	7,081	5741	Property/Liability Ins	8,503	8,503
0	0	0	1,290	5783	B/A School Licenses	0	0
19,212	1,384	12,275	20,000	5792	Independent Contractors	20,000	20,000
0	0		5,000	5794	Technology	0	0
89,501	198,735	0	45,000	5830	Capital Outlay	70,000	70,000
				5961 A	Transfer to General Fund-Field Debt	50,000	50,000
370,972	422,932	298,722	435,470		*Total Expenses*	527,260	527,260
764,641	698,301	771,691	1,049,061		*Total Budget*	1,133,867	1,133,867

This is a general stabilization fund established under MGL Chapter 40, Section 5B. This fund can be used for any lawful purpose for which the town could lawfully borrow money.

<i>Financing</i>	FY 20	FY 21	FY 22	FY 23	FY 24
	Approved	Approved	Approved	Requested	Requested
Opening Balance	4,048,042	4,458,311	4,786,559	4,822,898	4,928,403
TRF from Free Cash	300,000	200,000	150,000	150,000	150,000
Interst Earnings	99,130	93,482	83,328	35,140	
Fair Market Value Adj	11,139	34,766	(196,989)	(14,635)	
Appropriation Into Fund					
Total Additions to Fund	410,269	328,248	36,339	170,505	150,000
<i>Expenditures</i>					
All Inclusive Playground 10/18/2023				(65,000)	
TOTALS	-	-	-	(65,000)	-
Net Fund Balance	4,458,311	4,786,559	4,822,898	4,928,403	5,078,403

The Water/Sewer Stabilization fund was created in May 2009 under MGL Chapter40, section 5B for the purpose of funding Water-Sewer projects, and the acquisition, repair, replacement, extension, reconstruction, enlarging and/or additions to the capital equipment and vehicles used in connection with Water-Sewer projects, and to pay notes, bonds or certificates of indebtedness issued to pay for the cost of such items listed above.

The fund was established with \$252,595 received from the Exxon Mobile MBTE Settlement. Additional funds were transferred into the account from the retained earnings of the Water/Sewer Enterprise in FY15

Any funds held in this account that were transferred from the Water/Sewer Enterprise are subject to all of the restrictions imposed on the use of the Town's Water/Sewer Enterprise fund.

Financing	FY 20	FY 21	FY 22	FY 23	FY 24
	Approved	Approved	Approved	Approved	Requested
Opening Balance	190,211	194,807	200,066	195,356	196,237
MBTE Settlement					
Interest Earning	4,357	3,970	3,426	1,411	
Fair Market Value Adjustment	239	1,289	(8,136)	(530)	
Appropriation					
Free Cash					
Sub Total	194,807	200,066	195,356	196,237	196,237
Expenditures					
Total Expenditures	-	-	-	-	-
Net Fund Balance	194,807	200,066	195,356	196,237	196,237

The Fire Stabilization fund was created in May 2007 under MGL Chapter 40, Section 5B for the purpose of funding the acquisition, repair, replacement, extension, reconstruction, enlarging and/or additions to the capital equipment, vehicles, and apparatus of the Fire Department and to pay notes, bonds or certificates of indebtedness related to the above.

This fund is used to "save money" for the high dollar apparatus purchases and the replacement of ambulances every third year. Appropriating funds into this account annually ensures that funds are available to make these large purchases or reduce the amount that is needed to be borrowed.

Appropriations into or out of the fund must be approved with a two-thirds (2/3) vote at an annual or special town meeting. The purpose of the fund may be altered by town meeting for any lawful purpose for which the town may lawfully borrow money.

<i>Financing</i>	FY20	FY21	FY22	FY23	FY24
	Approved	Approved	Approved	Requested	Requested
Opening Balance	403,701	517,608	313,300	405,282	507,110
Transfer from Free Cash	100,000	100,000	100,000	100,000	
Transfer from Overlay Surplus					
Appropriation					
Interest Earnings	11,383	7,788	6,286	2,928	
Fair Market Value Adj	2,524	(2,096)	(14,304)	(1,100)	
Unspent Warrant Articles Returned					
Appropriation					
Sub Total	517,608	623,300	405,282	507,110	507,110
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Ambulance #3 Replacement		310,000			
TOTALS	-	310,000	-	-	-
Net Fund Balance	517,608	313,300	405,282	507,110	507,110

Established in May 2016 as a special purpose stabilization fund under MGL Chapter 40, Section 5B, for the purpose of funding the cost of acquiring real property within the Town of Holden to be held and maintained as open space for the use of the citizens of Holden.

Appropriations into or out of the fund must be approved by two-thirds (2/3) vote at an annual or special town meeting. The purpose of the fund may be altered by town meeting for any lawful purpose for which the town may lawfully borrow money.

Financing	FY 20	FY 21	FY 22	FY 23	FY 24
	Approved	Approved	Approved	Requested	Requested
Opening Balance	209,612	266,753	169,839	215,519	216,491
TRF from Free Cash	50,000	50,000	50,000	0	0
Interest Earnings	5,869	4,120	3,369	1,557	
Fair Market Value Adj	1,272	-868	-7,689	-585	
Appropriation Into Fund(Holbrook purchase)		99,834			
Total Additions to Fund	57,141	153,086	45,680	972	0
Expenditures					
Purchase Open Space Salisbury Street		250,000			
TOTALS	0	250,000	0	0	0
Net Fund Balance	266,753	169,839	215,519	216,491	216,491

Established in May 2016 as a special purpose stabilization fund under MGL Chapter 40, Section 5B, for the purpose of upgrading, acquiring and replacing information technology, office, communications or other equipment and related appurtenances necessary for the Wachusett Regional Emergency Communications Center. This fund is partially funded by amounts included in the annual assessments paid to the Town of Holden from the member communities. Funds are collected as part of the annual assessments billed, must be closed to free cash and we vote them into the stabilization fund at the next town meeting. Funds were deposited starting in FY2017. We did not include a technology fee in the the assessment to the member communities for FY20-FY23 as we received additional grant funding from State 911 to complete necessary upgrades in the dispatcher center and for improvement of our infrastructure.

Appropriations into or out of the fund must be approved by two-thirds (2/3) vote at an annual or special town meeting. The purpose of the fund may be altered by town meeting for any lawful purpose for which the town may lawfully borrow money however, we do have an obligation to the communities that contributed to the fund, and we should utilize this fund only for purposes intended.

Financing	FY 20	FY 21	FY 22	FY 23	FY 24
	Approved	Approved	Approved	Approved	Requested
Opening Balance	40,806	66,789	68,592	66,977	67,279
TRF from Free Cash	24,000	0	0	0	0
Interest Earnings	1,448	1,361	1,174	484	
Fair Market Value Adj	535	442	-2,789	-182	
Appropriation Into Fund					
Total Additions to Fund	25,983	1,803	-1,615	302	0
Expenditures					
TOTALS	0	0	0	0	0
Net Fund Balance	66,789	68,592	66,977	67,279	67,279

The Public Works Depreciation Fund was established with special legislation that was signed into law on December 7, 2000 as Chapter 328 of the Acts of 2000. Funds are appropriated into the fund by a majority vote at an annual or special town meeting. Funds may be appropriated out of the fund by a majority vote, only for renewals in excess of ordinary repairs, extensions, reconstructions, enlargements and additions to the capital equipment of the public works department of the Town of Holden or to pay notes, bonds, or certificates of indebtedness issued to pay for the cost of such renewals, in excess of ordinary repairs, extension, reconstruction, enlargements and additions to the capital equipment of the department when such notes, bonds or certificates of indebtedness become due. There is an allowance for the fund to be appropriated for any lawful purpose at a town meeting by a four-fifths vote and at a special town meeting by a nine-tenths vote.

Financing	FY20	FY21	FY22	FY23	FY24
	Approved	Approved	Approved	Approved	Requested
Opening Balance	395,915	560,686	680,402	738,900	742,233
Transfer from W/S Stabilization Fund (3/5 pmts)					
Transfer from Free Cash	100,000	100,000	75,000	-	50,000
Previous Interest Earnings					
Appropriation					
Interest Earnings	11,205	12,371	12,339	5,339	
Fair Market Value Adjustment	2,514	7,345	(28,841)	(2,006)	
Unspent Balance Returned	51,052				
Sub Total	560,686	680,402	738,900	742,233	792,233
Expenditures					
TOTALS	-	-	-	-	-
Net Fund Balance	560,686	680,402	738,900	742,233	792,233

The Other Post Employment Benefits Trust Fund (OPEB) was established under Chapter 479 of the Acts of 2008 at the May 18, 2009 Annual Town Meeting. The Town began depositing funds into the trust fund in 2011. In 2014 a policy was created that calls for an annual appropriation into the fund of 10% of the certified free cash or \$250,000, whichever amount is greater, however, the contributions have been reduced in FY23 and FY24. In addition, both the Holden Municipal Light Plant and the Water and Sewer Enterprise contribute annually to the fund. Beginning in 2018, new employees also contribute 1% of their base wage to the fund.

OPEB represents the Town's obligations due to employees after retirement (except for pension) such as medical and life insurance. The philosophy behind this is that these post-employment benefits are part of the compensation earned by employees in return for their services, and the cost of these benefits should be recognized while the employees are providing those services, rather than after they have retired. An actuarial valuation is performed every other year and the total liability is calculated. This liability can and will change based on the age of employees, employee length of service, health insurance cost projections, mortality calculations, and many other factors.

An analysis from the actuarial reports, as of June 30, 2022 for the Town and Water/Sewer department and as of December 31, 2021 for the Light Department, is provided here:

	Town Employees/Retiree	Water/Sewer Employees/Retiree	Light Dept Employees/Retiree	Total
<i>Total OPEB Liability</i>	14,026,104	747,259	2,089,159	16,862,522
<i>Fiduciary Net Position (amount funded)</i>	3,441,333	413,002	2,245,324	6,099,659
<i>Net OPEB Liability</i>	10,584,771	334,257	(156,165)	10,762,863
<i>Percent Funded</i>	24.5%	55.3%	107.5%	36.2%

<i>Financing</i>	FY 20 Approved	FY 21 Approved	FY 22 Approved	FY 23 Requested	FY 23 Requested
Opening Balance	3,618,252	4,349,496	6,090,084	5,732,988	6,028,656
Transfer from Light Department	104,805	107,687	-	-	-
Transfer from Water/Sewer Enterprise	45,000	45,000	45,000	45,000	45,000
Transfer from General Fund Free Cash	458,449	449,011	478,967	250,000	254,668
Employee W/H Contributions	2,842	12,528	15,039	24,529	-
Contributions from SAFER Reimbursement	16,036	13,077	4,886	-	-
Interest Earnings	106,516	254,683	429,119	132,221	-
Fair Market Value Adj	(2,404)	858,602	(1,330,107)	(156,082)	-
Total Additions to Fund	731,244	1,740,588	(357,096)	295,668	299,668
Net Fund Balance	4,349,496	6,090,084	5,732,988	6,028,656	6,328,324

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2024 – FY 2028 was developed by the Town Manager's Office using input from Departments. The 5-Year Capital Plan provides us with the opportunity to plan our investments in major equipment, vehicles, and infrastructure over the near term and allows us to react to changes from year to year.

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

Some of the larger projects of note in the FY 2024 Capital Budget are: replacement of Police Department patrol cars, DPW vehicle replacements, purchase water storage tank retrofits, meter replacements and treatment plant modifications.

The total investment for Capital acquisitions and improvements recommended for FY 2024 totals \$5,940,921. This total is supported through sources of funding other than taxpayers such as available funds (free cash), Recreation Revolving and the Holden Community Cable TV Revolving Fund. General Fund capital expenditures total \$2,871,182 with \$1,421,182 to be funded through the use of available fund balance (free cash) and by borrowing \$1,450,000. The Water and Sewer fund capital expenditures total \$2,334,000 with \$284,000 to be funded through the appropriation of the Water and Sewer enterprise available fund balance (free cash) and by borrowing \$2,050,000. Future debt service owed on this borrowing will be paid by the water and sewer enterprise fund. A total of \$735,739 is recommended for acquisitions to be funded from other sources such as Chapter 90 Revenue, DPW Depreciation Fund, Recreation Revolving Fund, and CATV Fund.

The capital budget also contains the 5-Year History of Capital Expenditures FY19 – FY23, 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 FY2024-2028

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2024	2025	2026	2027	2028	Grand Total
TOWN MANAGER-IT	ER	Microsoft Office 365 Cloud/Extend Lease		\$52,902					\$52,902
TOWN MANAGER - IT				\$52,902	\$0	\$0	\$0	\$0	\$52,902
POLICE	VR	Cruisers (2)		\$130,000	\$135,000	\$140,000	\$145,000	\$150,000	\$700,000
		Replace SUV #7		\$37,000					\$37,000
	ER	Protective Vests		\$25,000					\$25,000
		Taser Replacement			\$22,000				\$22,000
		Handgun Replacement				\$18,000			\$18,000
POLICE				\$192,000	\$157,000	\$158,000	\$145,000	\$150,000	\$802,000
FIRE-EMS	ER	Transport Ventilator			\$20,000		\$20,000		\$40,000
		Thermal Imaging Camera (2)					\$12,000		\$12,000
		Lucas Press (CPR)		\$15,000		\$15,000			\$30,000
		Lifepak 15 Monitor/Defibrillator			\$35,000				\$35,000
		Video Laryngoscopes				\$15,000			\$15,000
		Jaws of Life Tool Replacement E1						\$55,000	\$55,000
		Attack Hose and Nozzle Replacement				\$15,000			\$15,000
		SCBA Replacement				\$150,000			\$150,000
	VR	Ambulance	FIRE STABILIZATION		\$350,000		\$365,000		\$715,000
		Deputy Chief's Vehicle		\$65,000					\$65,000
		Squad #2 Plow Truck					\$80,000		\$80,000
		Tower Truck Replacement	BORROWING	\$1,450,000					\$1,450,000
		Engine #3 Replacement	BORROWING					\$850,000	\$850,000
FIRE-EMS				\$1,530,000	\$405,000	\$195,000	\$477,000	\$905,000	\$3,512,000
PUBLIC SAFETY BLDG	ER	Uninterrupted Power Supply Battery Replacement				\$7,000			\$7,000
		Uninterrupted Power Supply Unit Replacment			\$40,000				\$40,000
PUBLIC SAFETY BLDG				\$0	\$40,000	\$7,000	\$0	\$0	\$47,000
DPW-ENGINEERING	II	Culvert/Bridge Rehabilitation		\$70,000	70,000	70,000			\$210,000
	VR	Light Duty SUV, Truck #32 (50%)			\$15,000				\$15,000
DPW-ENGINEERING SUB-TOTAL				\$70,000	\$85,000	\$70,000	\$0	\$0	\$225,000
DPW-HIGHWAY	II	LOCAL ROADS/ SIDEWALKS CHAPTER 90	STATE REIMB	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
	VR	Street Sweeper #33		\$615,739	\$615,739		\$615,739	\$615,739	\$3,078,695
		F350 Truck w/Plow #62				\$300,000			\$300,000
		F350 Truck w/Fuel Tank #45		\$85,000	\$85,000				\$85,000
		F450 Service Truck #1						\$175,000	\$175,000
		F550 Truck w/Dump and Plow #18		\$170,000					\$170,000
		10-Wheel Truck w/Dump/Sander/Plow/Wing #14	BORROWING OR DPW DEPREC		\$300,000				\$300,000
		10-Wheel Truck w/Dump/Sander/Plow/Wing #16	BORROWING OR DPW DEPREC		\$300,000				\$300,000
		Sidewalk Plow #65			\$200,000				\$200,000
		Sidewalk Plow #57						\$200,000	\$200,000
		F550 Truck w/Dump/Sander/Plow/Wing #48			\$175,000				\$175,000
		F550 Truck w/Dump/Sander/Plow/Wing #19			\$175,000				\$175,000
		Catch Basin Cleaner #35			\$350,000				\$350,000
		Vacuum Truck #63						\$300,000	\$300,000
		Rubber Tire Excavator #55	BORROWING			\$305,000			\$305,000
		Backhoe #34		\$200,000					\$200,000
	ER	Tag Trailer		\$15,000					\$15,000
		3-5 Ton Roller				\$40,000			\$40,000
DPW-HIGHWAY SUB-TOTAL				\$1,410,739	\$2,525,739	\$1,585,739	\$940,739	\$1,615,739	\$8,078,695

Town of Holden
Five Year Capital Plan FY2024-2028

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2024	2025	2026	2027	2028	Grand Total
DPW-B&G	II	Rebuild Grove Cemetery Entrance Walls			\$400,000				\$400,000
		Town Hazard Tree Removal			\$100,000				\$100,000
		Well Pump Replacement for Field Irrigation		\$20,000	\$20,000				\$40,000
	VR	Cemetery Utility Buggy 4x4 w/Dump			\$25,000				\$25,000
		Cemetery Tractor/Backhoe			\$50,000				\$50,000
		F350 Pickup w/Plow #38		\$85,000					\$85,000
	ER	F550 Truck w/Dump/Plow/Wing #40			\$175,000				\$175,000
		Sports Field Large Mower #53		\$85,000					\$85,000
		Town Pool Tractor/Lawnmower			\$15,000				\$15,000
		Field Tractor w/ Backhoe				\$75,000			\$75,000
							\$15,000	\$15,000	
							\$350,000	\$350,000	
							\$90,000	\$90,000	
DPW-B&G SUB-TOTAL				\$190,000	\$785,000	\$75,000	\$0	\$455,000	\$1,505,000
DPW				\$1,670,739	\$3,395,739	\$1,730,739	\$940,739	\$2,070,739	\$9,808,695
LIBRARY	ER BM	Replacement of Public Computers		\$31,580					\$31,580
		Repair and Restoration of Historic Windows			TBD				\$0
		Design Consultant				\$7,000			\$7,000
		Shleiving and Furniture - Lower Level					TBD		\$0
								\$4,000	\$4,000
LIBRARY				\$31,580	\$0	\$7,000	\$0	\$4,000	\$42,580
SENIOR CENTER	BM	HVAC - Replace Unit Ext & Int and Coils		TBD					\$0
		Construct Computer Room			\$50,000				\$50,000
		Replace Refridgerator and Freezer Units		\$9,700					\$9,700
		Replace Office/Lounge Furniture			\$8,200				\$8,200
SENIOR CENTER				\$9,700	\$58,200	\$0	\$0	\$0	\$67,900
WATER/SEWER	II	Water Main Replacement and/or Lining	BORROWING	\$1,250,000	\$2,280,000	\$1,680,000	\$1,460,000	\$2,120,000	\$8,790,000
		Inflow/Infiltration Removal	BORROWING	\$800,000	\$220,000	\$220,000	\$120,000	\$1,250,000	\$2,610,000
		Sewer Pump Station Improvement Plan			\$100,000				\$100,000
		Parker Sewer Meter Replacement		\$50,000					\$50,000
		Wachusett Treatment Plant Chemical Feed Modification		\$60,000					\$60,000
		Heather Circle Pump Station Driveway Repair		\$10,000					\$10,000
		Water Storage Tanks Chemical Add Retrofit (Avery, Jefferson, Chapin & Highland)		\$144,000	\$576,000				\$720,000
		Spring Street Water Treatment Plant	BORROWING		\$2,000,000	\$7,500,000			\$9,500,000
		Steele Street Tank Evaluation	BORROWING		\$60,000	\$900,000			\$960,000
		Standby Power Generator (Water Sites) Installatio	BORROWING		\$430,000				\$430,000
		Brattle Street Interconnection Vault Replacement	BORROWING		\$825,000				\$825,000
		Sycamore Drive Small Booster Pump Station Rep	BORROWING			\$700,000			\$700,000
		Highland Street Booster Pump Station Upgrades	BORROWING				\$500,000		\$500,000
		Morgan Booster Pump Station Replacement						\$150,000	\$150,000
	Quinny/Spring St Wells Redevelopment		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	
	VR	Light Duty SUV, Truck #32 (50%)	Water/Sewer		\$16,500				\$16,500
		Light Duty SUV, Truck #80	Water/Sewer		\$33,000				\$33,000
		Truck #5, F550 Utility w/crane, hydr & compressor	Water/Sewer		\$170,000				\$170,000
		Truck #7, F550 w/dump & plow	Water/Sewer		\$120,000				\$120,000
		Truck #67, F350 Utility w/crane & plow	Water/Sewer			\$90,000			\$90,000
		Truck #4, Medium Duty Truck (F550) 4x4 w/Utility	Water/Sewer				\$188,000		\$188,000
WATER/SEWER				\$2,334,000	\$6,850,500	\$11,110,000	\$2,288,000	\$3,540,000	\$26,122,500

Town of Holden
Five Year Capital Plan FY2024-2028

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2024	2025	2026	2027	2028	Grand Total
CATV		CATV Studio Camera Upgrade	Cable TV	\$30,000					\$30,000
		Remote Studio/ Upgrades	Cable TV	\$20,000	\$50,000				\$70,000
		Broadcast Automation	Cable TV			\$95,000			\$95,000
		Computer Upgrades	Cable TV				\$25,000		\$25,000
		Video Camera Upgrade	Cable TV					\$25,000	\$25,000
CATV				\$50,000	\$50,000	\$95,000	\$25,000	\$25,000	\$245,000
RECREATION	PM	Tennis Court Maintenance	Recreation	\$55,000					\$55,000
		Lap Pool Re-Caulking	Recreation	\$15,000					\$15,000
		Skate Park or Dog Park - Eagle Lake	Recreation		75000				\$75,000
		Water Slide - pool	Recreation		\$250,000				\$250,000
		Trout Brook Pavillion and Lodge	Recreation			\$65,000			\$65,000
	VR	Replace Recreation Vehicle	Recreation		\$35,000				\$35,000
	II	1420 Main Street Parking Lot	Recreation			\$10,000			\$10,000
RECREATION				\$70,000	\$360,000	\$75,000	\$0	\$0	\$505,000
Grand Total				\$5,940,921	\$11,316,439	\$13,377,739	\$3,875,739	\$6,694,739	\$41,205,577

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	2024	2025	2026	2027	2027	Grand Total
BOND - GENERAL FUND	\$1,450,000	\$0	\$305,000	\$0	\$850,000	\$2,605,000
CASH APPROPRIATION	\$1,421,182	\$2,490,200	\$1,177,000	\$582,000	\$1,664,000	\$7,334,382
OTHER - CH 90/REC/CATV	\$735,739	\$1,025,739	\$785,739	\$640,739	\$640,739	\$3,828,695
OTHER - FIRE STBU/DPW DEPR	\$0	\$950,000	\$0	\$385,000	\$0	\$1,315,000
Sub-Total	\$3,606,921	\$4,465,939	\$2,267,739	\$1,587,739	\$3,154,739	\$15,083,077
BOND - W/S	\$2,050,000	\$5,325,000	\$3,500,000	\$2,080,000	\$3,370,000	\$16,325,000
CASH - W/S	\$284,000	\$1,525,500	\$7,610,000	\$208,000	\$170,000	\$9,797,500
WS Sub-Total	\$2,334,000	\$6,850,500	\$11,110,000	\$2,288,000	\$3,540,000	\$26,122,500
GRAND TOTAL	\$5,940,921	\$11,316,439	\$13,377,739	\$3,875,739	\$6,694,739	\$41,205,577

Town of Holden
FY2023 Year-to-Date as of January 31, 2023

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	Appropriated 2023	Expended 1/31/2023	Encumbered 1/31/2023	Available Budget
TOWN MANAGER-IT	ER	Simplivity Buy Out		17,000	16,556	0	444
TOWN MANAGER - IT				17,000	16,556	0	444
POLICE	VR	Cruisers (2)		125,000	0	122,203	2,797
POLICE				125,000	0	122,203	2,797
FIRE-EMS	ER	Transport Ventilator		20,000	20,217	0	-217
	VR	Squad Car		75,000	5,625	61,336	8,039
FIRE-EMS				95,000	25,842	61,336	7,822
DPW-ENGINEERING	II	Culvert/Bridge Rehabilitation		70,000	0	0	70,000
		Landfill Swale Repairs		150,000	118,608	30,393	999
DPW-ENGINEERING SUB-TOTAL				220,000	118,608	30,393	70,999
DPW-HIGHWAY	II	LOCAL ROADS/ SIDEWALKS		325,000	20,693	105,718	198,589
		CHAPTER 90	STATE REIMB	633,657		488,000	145,657
	ER	Electronic Message Board (50%)		11,500	0	0	11,500
		Air Compressor		25,000	0	0	25,000
DPW-HIGHWAY SUB-TOTAL				995,157	20,693	593,718	380,746
DPW-B&G	II	Town Hazard Tree Removal		100,000	0	0	100,000
		F550 Truck w/Dump/Plow/Wing #56 (reduced \$50,000 use existing capital from prior years)		100,000	0	91,494	8,506
		Roadside Mower #61	Partially fund w/ Unused Bond Proceeds	165,000	0	165,000	0
		Stand-on Leaf Blower		10,000	10,950	0	-950
		Cemetery Lawn Mower (2)	Cemetery Perpetual care	25,000	0	0	25,000
DPW-B&G SUB-TOTAL				400,000	10,950	256,494	132,556
DPW				1,615,157	150,251	880,605	584,301
LIBRARY	BM	Wooden Windows Feasibility Study		20,000	4,813	14,438	749
LIBRARY				20,000	4,813	14,438	749
SENIOR CENTER	BM	Carport for Vans		7,000	6,609	0	391
SENIOR CENTER				7,000	6,609	0	391

Town of Holden
FY2023 Year-to-Date as of January 31, 2023

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	Appropriated 2023	Expended 1/31/2023	Encumbered 1/31/2023	Available Budget
WATER/SEWER	II	Water Main Replacement and/or Lining	BORROWING	1,500,000	472,858	31,511	995,631
		Inflow/Infiltration Removal	Water/Sewer	120,000	1,540	0	118,460
		Sewer Pump Stations	BORROWING	700,000	0	0	700,000
		Water Meter Replacement	Water/Sewer	50,000	14,000	30,207	5,793
		Spring Street Water Treatment Plant	Water/Sewer	100,000	0	0	100,000
		Chapin and Avery Storage Tank Mixing Systems	BORROWING	250,000	0	0	250,000
		Pipe Saw	Water/Sewer	15,000	0	0	15,000
		Electronic Message Board (50%)	Water/Sewer	11,500	0	0	11,500
	VR	Truck #2, F350 w/plow	Water/Sewer	50,000	0	50,000	0
		Truck #3, F350 w/plow	Water/Sewer	52,000	0	52,000	0
		Truck #50, F350 w/plow	Water/Sewer	50,000	0	50,000	0
WATER/SEWER				2,898,500	488,398	213,718	2,196,384
CATV		CATV Studio Camera Upgrade	Cable TV	30,000	10,616	0	19,384
		Remote Studio/ Upgrades	Cable TV	20,000	0	10,315	9,685
CATV				50,000	10,616	10,315	29,069
RECREATION	PM	Court Maintenance	Recreation	15,000	0	0	15,000
		Pool Re-Caulking	Recreation	10,000	0	0	10,000
		Pool Consultant	Recreation	20,000	0	0	20,000
RECREATION				45,000	0	0	45,000
Grand Total				4,872,657	703,085	1,302,615	2,866,957

Town of Holden
Five Year Capital Budget History -- 2019 - 2023
(As Voted at Town Meeting)

DEPARTMENT	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
FIRE							
	PPE	\$12,000	\$18,000	\$12,000			\$42,000
	Fire Chief's Vehicle - Chevy Tahoe		\$55,000				\$55,000
	Thermal Imaging Camera (2)	\$16,500					\$16,500
	Hose and Hydrant Appliances				\$28,000		\$28,000
	Jaws of Life Tool Replacement				\$50,000		\$50,000
	Squad Car					\$75,000	\$75,000
EMS	Ambulance			\$310,000			\$310,000
	Lifepak 15 monitor/defibrillator		\$30,000				\$30,000
	Transport Ventilator					\$20,000	\$20,000
	Fire & EMS Sub-Total	\$28,500	\$103,000	\$322,000	\$78,000	\$95,000	\$626,500
LIBRARY							
	Stone Work - Walls/Walkway		\$4,000				\$4,000
	Wooden windows feasibility study					\$20,000	\$20,000
	Library Subtotal	\$0	\$4,000	\$0	\$0	\$20,000	\$24,000
POLICE							
	Cruisers	\$90,000	\$92,000	\$65,000	\$110,000	\$125,000	\$482,000
	Network Switch				\$20,000		\$20,000
	Police Sub-Total	\$90,000	\$92,000	\$65,000	\$130,000	\$125,000	\$502,000
PS FACILITY							
	Police Garge Floor Coating	\$30,000					\$30,000
	Fire Garage Floor Coating	\$60,000					\$60,000
	PS Faciltiy Sub-Total	\$90,000	\$0	\$0	\$0	\$0	\$90,000
PUBLIC WORKS							
ADMIN.	Truck #8 Light Duty SUV		\$15,000				\$15,000
ENGINEERING	Heavy Duty SUV Truck #49		\$27,500				\$27,500
	Bridge Replacement Master Plan	\$50,000	\$50,000	\$50,000			\$150,000
	Catch Basin Cleaning Contract			\$90,000			\$90,000
	Drainage Outfall Assessment Dry Weather			\$21,000			\$21,000
	Culvert Rehabilitation				\$60,000	\$70,000	\$130,000
	Speed Radar Signs				\$20,000		\$20,000
	Landfill Swale Repairs					\$150,000	\$150,000

DEPARTMENT	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
HIGHWAY	Traffic Signal Upgrades	\$50,000					\$50,000
	Specialty Plow Blades			\$50,000			\$50,000
	LOCAL ROADS/ SIDEWALKS	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
	CHAPTER 90	\$615,739	\$613,000	\$615,739	\$615,739	\$633,657	\$3,093,874
	New Bucket Catch Basin Cleaner			\$6,000			\$6,000
	Truck #44 Sidewalk Tractor/plow		\$150,000				\$150,000
	Rehab Rubber Tire Excavator #55			\$40,000			\$40,000
	Soil Material Disposal Cemetery	\$65,000					\$65,000
	Truck #6 F350 w/Plow	\$50,000					\$50,000
	8-Ton Split Tilt Trailer	\$15,000					\$15,000
	Vibratory Plate Compactor	\$10,000					\$10,000
	Hook and Haul Water Tank	\$30,000					\$30,000
	F350 Truck w/plow #10				\$60,000		\$60,000
	Walk Behind Road Saw				\$5,000		\$5,000
	Concrete Core Drill				\$10,000		\$10,000
	Electronic Message Board (50%)					\$11,500	\$11,500
	Cemetery Lawn Mowers					\$25,000	\$25,000
BUILDINGS & GROUNDS	Brush Chipper		\$50,000				\$50,000
	Truck #58 F350 Pickup w/Plow		\$60,000				\$60,000
	Zero Turn Mower	\$15,000					\$15,000
	Boom Flail Mower Head Replacement	\$16,000	\$35,000				\$51,000
	Truck #37 F550 Dump w/Plow	\$125,000					\$125,000
	Truck #42 Utility Van	\$40,000					\$40,000
	Misc Building Repairs			\$15,000			\$15,000
	Waste Wood Removal - Cemetery			\$18,000			\$18,000
	Replacement Tires Roadside Mower #61			\$6,000			\$6,000
	DPW Facility Industrial Equipment Purchase			\$360,000			\$360,000
	F550 Truck w/ dump/plow wing #56					\$100,000	\$100,000
	Hazardous tree removal					\$100,000	\$100,000
	Roadside mower #61					\$165,000	\$165,000
	Stand-on leaf blower					\$10,000	\$10,000
	Air Compressor					\$25,000	\$25,000
	DPW Sub-Total	\$1,406,739	\$1,325,500	\$1,596,739	\$1,095,739	\$1,615,157	\$7,039,874

DEPARTMENT	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
DPW WATER/ SEWER							
	SCADA Planning/Design	\$400,000	\$450,000	\$450,000	\$100,000		\$1,400,000
	Water Main Replacement	\$700,000	\$170,000	\$1,000,000	\$1,000,000	\$1,500,000	\$4,370,000
	Inflow/Infiltration Removal	\$90,000		\$950,000		\$120,000	\$1,160,000
	Sewer Pump Stations				\$500,000	\$700,000	\$1,200,000
	Heritage Lane Sewer Pump Station		\$340,000				\$340,000
	Water System Master Plan	\$75,000		\$60,000			\$135,000
	Risk and Resilience Assessment			\$20,000			\$20,000
	Pipe Saw		\$12,000			\$15,000	\$27,000
	Jefferson Water Tank Rehab	\$75,000	\$1,300,000				\$1,375,000
	Town Wide Meter Replacemnet	\$1,000,000	\$500,000		\$300,000	\$50,000	\$1,850,000
	Truck #49 Engineering/Plow SUV		\$27,500				\$27,500
	Zero Turn Mower	\$10,000					\$10,000
	Spring St Water Treatment Plant					\$100,000	\$100,000
	Chapin and Avery Storage Tank Mixing System					\$250,000	\$250,000
	Electronic Message Board (50%)					\$11,500	\$11,500
	F350 w/ Plow #2					\$50,000	\$50,000
	F350 w/ Plow #3					\$52,000	\$52,000
	F350 w/ Plow #50					\$50,000	\$50,000
	Water/ Sewer Subtotal	\$2,350,000	\$2,799,500	\$2,480,000	\$1,900,000	\$2,898,500	\$12,428,000
RECREATION							
	Field Maintenance		\$30,000	\$100,000			\$130,000
	Trout Brook Pavillion	\$65,000					\$65,000
	Court Maintenance			\$10,000		\$15,000	\$25,000
	Playground Surfaces/ Equipment		\$10,000	\$35,000			\$45,000
	Lap Pool Re-Caulking	\$15,000				\$10,000	\$25,000
	Tennis Backboard	\$8,000					\$8,000
	Davis Hill Soccer Field #2	\$35,000					\$35,000
	Dawson Tennis Court Maintenance		\$12,000				\$12,000
	Dawson Rec Basketball Courts		\$10,000				\$10,000
	Pickleball Court		\$2,000				\$2,000
	Shade Structures - Pool			\$20,000			\$20,000
	Fencing - Dawson Basketball			\$15,000			\$15,000
	Pool Plumbing Upgrades			\$150,000			\$150,000
	Pool Slide Replacement			\$250,000			\$250,000
	Pool Consultant					\$20,000	\$20,000
	Recreation Subtotal	\$123,000	\$64,000	\$580,000	\$0	\$45,000	\$812,000

DEPARTMENT	EXPENDITURE	2019	2020	2021	2022	2023	GRAND TOTAL
SENIOR CENTER							
	Roof Replacement/ Repairs	\$50,000					\$50,000
	Town COA Van 30%		\$20,000	\$30,000			\$50,000
	Van Carport					\$7,000	\$7,000
	Senior Center Subtotal	\$50,000	\$20,000	\$30,000	\$0	\$7,000	\$107,000
TOWN CLERK							
	Voting Equipment	\$11,040					\$11,040
	Town Clerk Subtotal	\$11,040	\$0	\$0	\$0	\$0	\$11,040
ASSESSOR							
	Vision Upgrade	\$25,000					\$25,000
	Desktop Office Computer Replacements		\$3,000				\$3,000
	Annual RRC Software Maintenance (Cloud)		\$1,500				\$1,500
	Assessor Subtotal	\$25,000	\$4,500	\$0	\$0	\$0	\$29,500
TOWN MANAGER - IT							
	Hardware Updates	\$15,000	\$15,000				\$30,000
	UPS Battery Replacement			\$1,100			\$1,100
	UPS Battery Replacement (PSB)			\$8,108			\$8,108
	Network Switch				\$20,000		\$20,000
	Simplivity Buy-Out					\$17,000	\$17,000
	Town Manager Subtotal	\$15,000	\$15,000	\$9,208	\$20,000	\$17,000	\$76,208
INSPECTIONS							
	Inspections Vehicle				\$30,000		\$30,000
	Inspections Subtotal	\$0	\$0	\$0	\$30,000	\$0	\$30,000
HOLDEN COMMUNITY TV							
	CATV Studio Camera Upgrade	\$99,170	\$55,000	\$70,000	\$20,000	\$30,000	\$274,170
	Remote Studio/ Upgrades			\$14,000		\$20,000	\$34,000
	Memorial Hall Lighting	\$4,000	\$21,000				\$25,000
	Mac Pro Upgrade		\$14,000		\$30,000		\$44,000
	CATV Subtotal	\$103,170	\$90,000	\$84,000	\$50,000	\$50,000	\$377,170
GRAND TOTAL		\$4,292,449	\$4,517,500	\$5,166,947	\$3,303,739	\$4,872,657	\$22,153,292