

Town of Holden • Massachusetts



FY 2023 BUDGET

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**TOWN OF HOLDEN
FY 2023 RESOURCE PROFILE**

	FY19 RECAP	FY20 SUBMITTED	FY20 RECAP	FY21 SUBMITTED	FY21 TOWN MEETING	FY21 RECAP	FY22 SUBMITTED	FY22 TOWN MEETING	FY22 RECAP	FY23 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
Total Assessed Value (Est.)	2,361,218,620	2,408,442,992	2,510,692,390	2,560,906,238	2,560,906,238	2,577,956,850	2,577,956,850	2,577,956,850	2,796,904,820	2,796,904,820	0	0.0%
Average Assessed Home	326,725	333,260	346,538	353,469	353,469	355,533	355,533	355,533	385,361	385,361	0	0.0%
Tax Rate	17.44	17.94	17.00	17.55	17.47	17.40	17.98	18.00	16.56	18.22	\$ 1.66	10.0%
Average Tax Bill	5,698	5,980	5,891	6,205	6,176	6,186	6,391	6,398	6,382	7,021	\$ 638.90	10.0%
Tax Rate Change	-0.17	0.50	-0.76	0.55	-0.08	0.40	0.57	0.02	-0.84	0.24		
Excess Levy Capacity	1,303,125	883,078	1,415,784	46,330	432,305	144,436	682,562	359,035	703,690	(2,152,883)	-2,856,573	-405.94%
GENERAL FUND REVENUES												
Tax Levy	36,876,389	38,864,881	38,481,309	41,163,429	40,862,215	41,198,197	42,201,580	42,367,164	42,291,742	46,573,201	4,281,459	10.12%
Supplemental Tax Assessment	75,000	75,000	75,000	75,000	75,000	70,000	60,000	60,000	60,000	50,000	-10,000	-16.67%
Tax Receipts - Non-excluded	36,951,389	38,939,881	38,556,309	41,238,429	40,937,215	41,268,197	42,261,580	42,427,164	42,351,742	46,623,201	4,271,459	10.09%
Percentage of General Fund Revenues	78.5%	79.0%	78.8%	80.0%	79.8%	80.1%	80.2%	79.8%	79.7%	81.1%	98.1%	
Cherry Sheet- Unrestricted	1,982,462	2,030,218	2,030,218	2,080,970	2,080,970	2,030,218	2,030,218	2,030,218	2,101,276	2,101,276	0	0.00%
Cherry Sheet- Offsets	190,336	190,336	195,549	195,549	195,549	191,728	191,728	195,124	205,113	205,113	0	0.00%
State Receipts	2,172,798	2,220,554	2,225,767	2,276,519	2,276,519	2,221,946	2,221,946	2,225,342	2,306,389	2,306,389	0	0.00%
Percentage of General Fund Revenues	4.6%	4.5%	4.5%	4.4%	4.4%	4.3%	4.2%	4.2%	4.3%	4.0%	0.0%	
General Estimated Receipts	1,911,875	1,924,309	1,939,472	1,962,523	1,962,523	1,937,198	1,968,860	1,965,860	1,938,860	1,944,214	5,354	0.28%
Indirect Charges	94,800	94,800	94,800	94,800	94,800	94,800	97,644	169,800	169,800	171,696	1,896	1.12%
Excise Receipts	2,300,000	2,300,000	2,375,000	2,375,000	2,375,000	2,375,000	2,200,000	2,375,000	2,375,000	2,400,000	25,000	1.05%
Sewer Connection Betterment	41,500	41,500	41,500	41,500	41,500	41,500	41,500	44,344	44,344	40,000	-4,344	-9.80%
EMS Receipts	850,000	850,000	852,000	852,000	852,000	852,000	852,000	852,000	852,000	852,000	0	0.00%
Regional Dispatch Municipal Assessment	203,851	242,495	227,051	251,142	251,142	251,142	289,193	277,489	277,489	351,650	74,161	26.73%
Local Receipts	5,402,026	5,453,104	5,529,823	5,576,965	5,576,965	5,551,640	5,449,197	5,684,493	5,657,493	5,759,560	102,067	1.80%
Percentage of General Fund Revenues	11.5%	11.1%	11.3%	10.8%	10.9%	10.8%	10.3%	10.7%	10.6%	10.0%	2.3%	
Free Cash-To Stabilization	818,000	625,052	574,000	450,000	450,000	450,000	375,000	375,000	375,000	375,000	0	0.00%
Free Cash-To OPEB	404,693	449,011	449,011	449,011	449,011	449,011	478,967	478,967	478,967	519,110	40,143	8.38%
Free Cash-To Capital	850,771	951,000	951,000	1,127,208	1,127,208	1,127,208	893,000	571,649	571,649	1,484,000	912,351	159.60%
Free Cash-Offset Operating/Reduce Tax Rate		258,438	258,438	218,835	218,835	225,189	647,867	944,218	944,218	217,438	-726,780	-76.97%
Free Cash - Prior Year Bills								1,403	1,403	0	-1,403	-100.00%
Overlay Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	53,069	53,069	50,000	-3,069	-5.78%
Balance Sheet Excess Appropriation reserved for debt excluc	261,461	181,676	181,676	7,127	7,127	7,127	116,066	108,938	108,938	0	-108,938	-100.00%
Appropriate Unpsent PY Capital funds to current year Capital								136,351	136,351	0	-136,351	-100.00%
Light Dept In Lieu	150,106	153,108	153,108	153,108	153,108	153,108	156,936	154,272	154,272	159,293	5,021	3.25%
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	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 Pool Debt	0	0	0	0	0	0	0	0	0	0	0	0.00%
Free Cash / Intra-Government Transfers	2,565,031	2,698,285	2,647,233	2,485,289	2,485,289	2,491,643	2,747,836	2,853,867	2,853,866	2,834,841	-19,026	-0.67%
Percentage of General Fund Revenues	5.4%	5.5%	5.4%	4.8%	4.8%	4.8%	5.2%	5.4%	5.4%	4.9%	-0.4%	-8.1%
TOTAL GENERAL FUND REV - NON-EXCLUSION	47,091,244	49,311,824	48,959,132	51,577,202	51,275,988	51,533,426	52,680,559	53,190,866	53,169,490	57,523,991	4,354,500	8.19%
DEBT EXCLUSION REVENUE												
Debt Exclusion (Net)	4,301,538	4,351,040	4,201,906	3,792,467	3,886,519	3,659,593	4,137,522	4,026,232	4,026,232	4,381,820	355,588	8.83%
SBAB Reimbursement Elementary	1,732,787	1,732,786	1,732,786	0	0	0	0	0	0	0	0	0.00%
Debt Excluded Revenue	6,034,325	6,083,826	5,934,692	3,792,467	3,886,519	3,659,593	4,137,522	4,026,232	4,026,232	4,381,820	355,588	8.83%
TOTAL GENERAL FUND REVENUE	53,125,569	55,395,650	54,893,824	55,369,669	55,162,507	55,193,019	56,818,081	57,217,098	57,195,722	61,905,811	4,710,088	8.24%

**TOWN OF HOLDEN
FY 2023 RESOURCE PROFILE**

	FY19 RECAP	FY20 SUBMITTED	FY20 RECAP	FY21 SUBMITTED	FY21 TOWN MEETING	FY21 RECAP	FY22 SUBMITTED	FY22 TOWN MEETING	FY22 RECAP	FY23 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE PRIOR YEAR
GENERAL FUND EXPENDITURES												
Required Minimum Contribution	18,233,370	19,225,254	19,225,254	20,005,254	20,061,939	20,061,939	20,663,798	20,535,856	20,535,856	21,404,782	868,926	4.23%
Voluntary Regional Assessment RASA	6,787,692	7,388,689	7,306,064	8,238,036	8,142,799	8,142,799	8,387,083	9,143,678	9,143,678	11,143,678	2,000,000	21.87%
School Transportation	2,004,018	2,168,028	2,204,518	2,360,505	2,290,978	2,290,978	2,387,278	2,214,426	2,214,426	2,214,426	0	0.00%
Shift assessment from debt excluded to assessment						67,913					0	#DIV/0!
Montachusett Assessment	835,988	902,867	901,029	977,616	930,226	930,226	958,133	962,972	962,972	1,020,750	57,778	6.00%
Out of District Vocational	0	0	0	54,000	54,000	54,000	58,834	59,400	59,400	59,400	0	0.00%
Education	27,861,068	29,684,838	29,636,865	31,635,411	31,479,942	31,547,855	32,455,126	32,916,332	32,916,332	35,843,036	2,926,704	8.89%
Percentage of General Fund Expenditures	52.4%	53.6%	54.0%	57.1%	57.1%	57.2%	57.1%	57.5%	57.6%	57.9%	62.1%	
Percentage of General Fund Expenditures (Excluding Debt)	59.5%	60.2%	60.8%	61.4%	61.4%	61.3%	61.6%	62.0%	62.1%	62.3%	65.5%	
General Government	6,240,364	6,359,031	6,314,976	6,789,882	6,789,732	6,789,732	7,189,458	7,174,458	7,174,458	7,443,658	269,200	3.75%
Public Safety	5,472,541	5,803,958	5,803,958	5,871,773	5,871,773	5,871,773	6,190,014	6,202,997	6,202,997	6,491,681	288,684	4.65%
Public Works	2,890,526	3,019,697	3,018,697	3,215,404	3,210,404	3,210,404	3,197,810	3,339,810	3,339,810	3,437,471	97,661	2.92%
Culture	889,951	923,570	915,570	931,770	931,770	931,770	933,999	934,060	934,060	973,898	39,838	4.27%
Human Services	360,167	369,104	369,104	386,262	386,262	386,262	384,750	384,750	384,750	395,148	10,398	2.70%
Capital Budget	1,100,540	1,301,000	951,000	1,236,708	1,127,208	1,127,208	893,000	708,000	708,000	1,484,000	776,000	109.60%
Prior year bills	0	0	0	0	0	6,354		1,403	1,403	0	-1,403	-100.00%
Municipal Budget	16,976,559	17,776,360	17,373,305	18,431,799	18,317,149	18,323,503	18,789,030	18,745,478	18,745,478	20,225,856	1,480,379	7.90%
Percentage of General Fund Expenditures	32.0%	32.1%	31.6%	33.3%	33.2%	33.2%	33.1%	32.8%	32.8%	32.7%	31.4%	
Percentage of General Fund Expenditures (Excluding Debt)	36.3%	36.0%	35.6%	35.8%	35.7%	35.6%	35.7%	35.3%	35.3%	35.2%	33.1%	
DPW Depreciation Fund	100,000	151,052	100,000	100,000	100,000	100,000	75,000	75,000	75,000	75,000	0	0.00%
Fire Vehicle Stabilization Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
Open Space Stabilization Fund	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0	0.00%
Dispatch Infrastructure Stabilization Fund	18,000	24,000	24,000	0	0	0	0	0	0	0	0	0.00%
Non-Exempt Debt	304,742	303,068	303,068	192,377	192,377	192,377	153,977	153,977	153,977	148,729	-5,248	-3.41%
Town Debt Budget > than Debt Excluded Actual for FY21			9,349	0	0	162,854	0			0	0	0.00%
Oil Spill Clean Up Debt (Jefferson School)	39,726	82,601	39,434	39,434	39,434	39,434	80,580	36,710	36,710	36,710	0	0.00%
State Assessments (Transportation)	140,528	140,528	145,575	145,575	145,575	145,879	145,879	145,879	148,390	148,390	0	0.00%
Overlay/Abatements	245,652	250,000	200,414	200,000	200,000	183,376	200,000	200,000	176,114	200,000	23,886	13.56%
Stabilization Fund Appropriation	500,000	300,000	300,000	200,000	200,000	200,000	150,000	150,000	150,000	150,000	0	0.00%
Other Post Employment Benefits Trust Fund	404,693	458,449	458,449	449,011	449,011	449,011	478,967	478,967	478,967	519,110	40,143	8.38%
Other Expenditures	1,953,341	1,859,698	1,730,290	1,476,397	1,476,397	1,622,931	1,434,403	1,390,533	1,369,158	1,427,939	58,781	4.29%
TOTAL GENERAL FUND EXP. - NON-EXCLUSION	46,790,968	49,320,896	48,740,459	51,543,607	51,273,488	51,494,289	52,678,559	53,052,343	53,030,967	57,496,831	4,465,864	8.42%
DEBT EXCLUSION EXPENDITURES												
Exempt Debt - excluded	5,312,359	5,067,381	5,102,825	2,775,522	2,778,022	2,655,646	3,096,438	3,126,023	3,126,023	3,370,248	244,225	7.81%
High School Debt - excluded	1,022,242	1,007,373	1,050,540	1,050,540	1,110,997	1,043,084	1,043,084	1,038,732	1,038,732	1,038,732	0	0.00%
Debt Excluded Expenditures	6,334,601	6,074,754	6,153,365	3,826,062	3,889,019	3,698,730	4,139,522	4,164,755	4,164,755	4,408,980	244,225	5.86%
Percentage of General Fund Expenditures	11.9%	11.0%	11.2%	6.9%	7.1%	6.7%	7.3%	7.3%	7.3%	7.1%	5.2%	71.2%
TOTAL GENERAL FUND EXPENDITURES	53,125,569	55,395,650	54,893,824	55,369,669	55,162,507	55,193,019	56,818,081	57,217,098	57,195,722	61,905,811	4,710,089	8.24%
REVENUE/EXPENDITURE DIFFERENCE	0	0	0	0	0	0	0	0	0	0	-1	0.00%
School Change												
WRSD School Budget without Debt	\$27,025,080	\$28,781,971	\$28,735,836	\$30,603,795	\$30,495,716	\$30,495,716	\$31,438,159	\$31,893,960	\$31,893,960	\$34,762,886	\$2,868,926	9.00%
WRSD School Budget with Debt	\$28,087,048	\$29,871,945	\$29,825,810	\$31,693,769	\$31,646,147	\$31,578,234	\$32,561,823	\$32,969,402	\$32,969,402	\$35,838,328	\$2,868,926	8.70%
Total Education Budget with Debt	28,923,036	30,774,812	30,726,839	32,671,385	32,576,373	32,508,460	33,519,956	33,932,374	33,932,374	36,859,078	\$2,926,704	8.63%

**TOWN OF HOLDEN
FY 2023 RESOURCE PROFILE**

	FY19 RECAP	FY20 SUBMITTED	FY20 RECAP	FY21 SUBMITTED	FY21 TOWN MEETING	FY21 RECAP	FY22 SUBMITTED	FY22 TOWN MEETING	FY22 RECAP	FY23 SUBMITTED	CHANGE FROM PRIOR YEAR	PERCENT CHANGE
RESTRICTED REVENUE												
LIBRARY OFFSETS	31,862	33,675	40,202	33,675	33,675	33,675	33,675	33,675	33,675	33,675	0	0.00%
RECREATION REVOLVING	848,623	889,515	889,515	916,890	916,890	916,890	868,655	868,655	868,655	1,036,057	167,402	19.27%
CABLE REVOLVING ACCOUNT	250,000	250,000	250,000	250,000	250,000	250,000	280,000	280,000	280,000	280,000	0	0.00%
SOLID WASTE ENTERPRISE FUND	1,263,787	1,334,260	1,334,260	1,339,500	1,339,500	1,339,500	1,395,500	1,395,500	1,395,500	1,553,700	158,200	11.34%
INSPECTIONAL SERVICES REVOLVING	185,000	245,000	245,000	245,000	245,000	245,000	230,000	230,000	230,000	230,000	0	0.00%
WATER SEWER REVENUE	6,667,990	7,093,185	7,093,185	7,149,000	7,211,117	7,211,117	7,744,700	7,744,700	7,744,700	9,176,700	1,432,000	18.49%
WATER SEWER STABILIZATION FUND	0	0	0	0	0	0	0	0	0	0	0	0.00%
DPW DEPRECIATION FUND	100,000	151,052	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
FIRE VEHICLE STABILIZATION FUND	125,954	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0.00%
OPEN SPACE STABILIZATION	100,000	50,000	50,000	50,000	149,834	149,834	50,000	50,000	50,000	50,000	0	0.00%
REGIONAL DISPATCH STABILIZATION	18,000	24,000	24,000	0	0	0	0	0	0	0	0	0.00%
GENERAL STABILIZATION	500,000	500,000	300,000	200,000	200,000	200,000	150,000	150,000	150,000	150,000	0	0.00%
TOTAL RESTRICTED REVENUE	10,091,216	10,670,687	10,426,162	10,384,065	10,546,016	10,546,016	10,952,530	10,952,530	10,952,530	12,710,132	1,757,602	16.05%
RESTRICTED EXPENDITURES												
LIBRARY OFFSETS	31,862	33,675	40,202	33,675	33,675	33,675	33,675	33,675	33,675	33,675	0	0.00%
RECREATION REVOLVING	842,343	803,028	803,028	1,333,973	1,383,973	1,383,973	791,805	819,065	819,065	1,049,061	229,996	28.08%
CABLE REVOLVING ACCOUNT	403,018	401,992	396,492	349,804	349,804	349,804	357,948	357,948	357,948	387,230	29,282	8.18%
SOLID WASTE ENTERPRISE FUND	1,299,787	1,331,676	1,331,676	1,363,154	1,363,154	1,363,154	1,410,273	1,410,273	1,410,273	1,532,601	122,328	8.67%
INSPECTIONAL SERVICES REVOLVING	262,176	233,596	232,596	277,795	244,795	244,795	282,183	276,783	276,783	247,259	-29,524	-10.67%
WATER SEWER EXPENSES	7,977,990	8,156,005	8,230,483	8,138,319	8,198,419	8,198,419	8,361,812	8,437,577	8,437,577	9,676,241	1,238,664	14.68%
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	0	0	310,000	310,000	310,000	0	0	0	0	0	0.00%
OPEN SPACE STABILIZATION	0	0	0	150,166	250,000	250,000	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	10,817,176	10,959,972	11,034,477	11,956,886	12,133,820	12,133,820	11,237,696	11,335,321	11,335,321	12,926,067	1,590,746	14.03%

**BUDGET COMPARISON
FY2022 TO FY2023**

Department	FY2022				FY2023				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	33,000		40,250	7,250	32,550		39,800	(450)	-1.1%
Finance Committee	-	151,786		151,786	-	151,795		151,795	9	0.0%
Town Manager/ Personnel	488,937	21,250	22,500	487,687	558,453	20,375	22,950	555,878	68,191	14.0%
Information Technology	267,669	150,647	112,000	306,316	273,021	115,968	112,500	276,489	(29,827)	-9.7%
Accounting	208,936	33,200	31,010	211,126	218,783	30,225	31,630	217,378	6,252	3.0%
Treasurer/ Collector	232,561	63,650	60,425	235,786	239,895	70,300	61,634	248,561	12,775	5.4%
Assessor	189,137	97,050		286,187	194,728	58,128		252,856	(33,331)	-11.6%
Legal	-	190,000		190,000	-	205,000		205,000	15,000	7.9%
Town Clerk	216,672	40,852		257,524	255,532	61,063		316,595	59,071	22.9%
Insurance	-	2,374,507		2,374,507	-	2,385,546		2,385,546	11,039	0.5%
Retirement	-	2,042,205		2,042,205	-	2,246,965		2,246,965	204,760	10.0%
Debt	-	3,280,000		3,280,000	-	3,518,976		3,518,976	238,976	7.3%
Planning & Development	282,984	76,000		358,984	217,016	94,900		311,916	(47,068)	-13.1%
Sealer of Weights & Measures	6,000	-		6,000	6,000	-		6,000	-	0.0%
Subtotal General Government	1,900,246	8,554,212	225,935	10,228,523	1,970,778	8,991,856	228,714	10,733,920	(187,474)	-2.0%
Police	2,341,354	237,700		2,579,054	2,406,121	248,700		2,654,821	75,767	2.9%
Dispatch	738,855	43,700		782,555	828,162	44,700		872,862	90,307	11.5%
Animal control	65,955	9,200		75,155	69,165	10,700		79,865	4,710	6.3%
Fire & EMS	2,160,303	302,750		2,463,053	2,263,994	317,750		2,581,744	118,691	4.8%
Emergency Management	85,680	10,000		95,680	91,889	10,000		101,889	6,209	6.5%
Public Safety Building	-	207,500		207,500	-	200,500		200,500	(7,000)	-3.4%
Subtotal Public Safety	5,392,147	810,850	-	6,202,997	5,659,331	832,350	-	6,491,681	288,684	4.7%
DPW Administration	200,636	10,550	75,000	136,186	204,649	11,450	75,000	141,099	4,913	3.6%
DPW Engineering	171,191	210,710		381,901	173,156	220,550		393,706	11,805	3.1%
DPW Highway	576,286	955,950		1,532,236	583,977	974,250		1,558,227	25,991	1.7%
DPW Equipment Repair	205,812	18,300	50,400	173,712	198,600	19,500	51,408	166,692	(7,020)	-4.0%
DPW Building and Grounds	486,325	419,150	28,840	876,635	494,889	443,550	30,278	908,161	31,526	3.6%
DPW Garage	-	84,900		84,900	-	112,900		112,900	28,000	33.0%
Subtotal Public Works	1,640,250	1,699,560	154,240	3,185,570	1,655,271	1,782,200	156,686	3,280,785	95,215	3.0%
Veterans Benefits	20,560	65,600		86,160	20,968	65,600		86,568	408	0.5%
Senior Center	267,940	30,650		298,590	277,930	30,650		308,580	9,990	3.3%
Subtotal Human Services	288,500	96,250	-	384,750	298,898	96,250	-	395,148	10,398	2.7%
Library	678,970	251,529		930,499	715,915	254,483		970,398	2,229	0.2%
Historical Commission	-	3,500		3,500	-	3,500		3,500	-	0.0%
Subtotal Culture	678,970	255,029	-	933,999	715,915	257,983	-	973,898	2,229	0.2%
TOTAL MUNICIPAL:	9,900,113	11,415,901	380,175	20,935,839	10,300,193	11,960,639	385,400	21,875,432	939,593	4.5%
Total minus Insurance, Retirement and Debt				13,239,127				13,723,945	484,818	3.7%
EDUCATION:										
Minumum Required Contribution		20,535,856		20,535,856		21,404,782		21,404,782	868,926	4.2%
Voluntary Contribution		9,143,678		9,143,678		11,143,678		11,143,678	2,000,000	21.9%
Transportation		2,214,426		2,214,426		2,214,426		2,214,426	-	0.0%
Debt		1,075,442		1,075,442		1,075,442		1,075,442	-	0.0%
Subtotal WRSD		32,969,402		32,969,402		35,838,328		35,838,328	2,868,926	8.7%
Montachusett Reg. Voc. Tech		962,972		962,972		1,020,750		1,020,750	57,778	6.0%
Out of District		59,400		59,400		59,400		59,400	-	0.0%
TOTAL EDUCATION:		33,991,774		33,991,774		36,918,478		36,918,478	2,926,704	8.6%
Total minus Insurance, Retirement and Debt				47,230,901				50,642,423	3,411,522	7.2%
Capital				708,000				1,484,000	776,000	109.6%
TOTAL OPERATING AND CAPITAL W/O FIXED COSTS:				47,938,901				52,126,423	4,187,522	8.7%

**TOWN OF HOLDEN
FIVE YEAR PLAN
FY 2020 - FY2025**

	Recap FY 2022	FY 2023	Dollar Change	Percent Change	FY 2024	Dollar Change	Percent Change	FY 2025	Dollar Change	Percent Change	FY 2026	Dollar Change	Percent Change	FY 2027	Dollar Change	Percent Change
REVENUE																
State Aid	2,340,064	2,340,064	-	0.00%	2,342,743	2,679	0.11%	2,342,743	-	0.00%	2,342,743	-	0.00%	2,342,743	-	0.00%
Local Receipts	5,717,493	5,809,560	92,067	1.61%	5,835,715	26,155	0.45%	5,863,255	27,540	0.47%	5,888,688	25,434	0.43%	5,914,523	25,834	0.44%
Free Cash Usage	2,371,236	2,595,548	224,311	9.46%	1,484,555	(1,110,993)	-42.80%	1,150,000	(334,555)	-22.54%	875,500	(274,500)	-23.87%	737,700	(137,800)	-15.74%
Overlay Reserve Surplus	53,069	50,000	(3,069)	-5.78%	75,000	25,000	0.00%	75,000	-	0.00%	75,000	-	0.00%	75,000	-	0.00%
Other Rev From Reserves	245,289		(245,289)	0.00%												
Property Tax	42,291,742	46,573,201	4,281,459	10.12%	49,415,766	2,842,565	6.10%	51,832,676	2,416,910	4.89%	53,937,250	2,104,574	4.06%	55,854,734	1,917,484	3.56%
Debt Exclusion (NET)	4,026,232	4,381,820	355,588	8.83%	4,548,973	167,153	3.81%	3,810,511	(738,462)	-16.23%	3,593,943	(216,568)	-5.68%	3,493,716	(100,227)	-2.79%
Other Rev. (HMLD & recreation, Wachusett Fu	184,272	189,293	5,021	2.72%	242,479	53,186	28.10%	245,729	3,250	1.34%	249,044	3,315	1.35%	252,425	3,381	1.36%
TOTAL REVENUES	57,229,397	61,939,486	4,710,088	8.23%	63,945,230	2,005,745	3.24%	65,319,914	1,374,683	2.15%	66,962,168	1,642,255	2.51%	68,670,841	1,708,672	2.55%
APPROPRIATIONS																
Operating Budgets																
Wachusett Reg. School District	32,969,402	35,838,328	2,868,926	8.70%	36,913,478	1,075,150	3.00%	38,020,882	1,107,404	3.00%	39,161,509	1,140,626	3.00%	40,336,354	1,174,845	3.00%
Montachusett Reg. Tech. School	962,972	1,020,750	57,778	6.00%	1,051,373	30,623	3.00%	1,082,914	31,541	3.00%	1,115,401	32,487	3.00%	1,148,863	33,462	3.00%
Out of District Vocational Ed	59,400	59,400	-	0.00%	59,400	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Town	13,620,766	14,109,345	488,580	3.59%	14,532,626	423,280	3.00%	14,968,604	435,979	3.00%	15,417,662	449,058	3.00%	15,880,192	462,530	3.00%
Capital budget																
Exempt Debt Service	3,126,023	3,370,248	244,225	7.81%	3,532,540	162,292	4.82%	3,447,714	(84,826)	-2.40%	3,361,145	(86,569)	-2.51%	3,272,831	(88,314)	-2.63%
Non-Exempt Service	153,977	148,729	(5,248)	-3.41%	77,947	(70,782)	-47.59%	114,947	37,000	47.47%	344,850	229,903	200.01%	344,300	(550)	-0.16%
Cash	708,000	1,484,000	776,000	109.60%	1,807,602	323,602	21.81%	1,357,200	(450,402)	-24.92%	855,000	(502,200)	-37.00%	573,600	(281,400)	-32.91%
Total Capital	3,988,000	5,002,977	1,014,977	25.45%	5,418,089	415,112	6.30%	4,919,861	(498,228)	-9.20%	4,560,995	(358,866)	-7.29%	4,190,731	(370,264)	-8.12%
Pensions	2,042,205	2,246,965	204,760	10.03%	2,359,313	112,348	5.00%	2,477,278	117,966	5.00%	2,601,143	123,864	5.00%	2,731,200	130,057	5.00%
Insurance	2,374,507	2,385,546	11,039	0.46%	2,600,245	214,699	9.00%	2,634,267	234,022	9.00%	3,089,351	255,084	9.00%	3,367,393	278,042	9.00%
State Assessments	148,390	148,390	-	0.00%	148,390	-	0.00%	148,390	-	0.00%	148,390	-	0.00%	148,390	-	0.00%
Offset Aid - Library	33,675	33,675	-	0.00%	42,717	9,042	26.85%	42,717	-	0.00%	42,717	-	0.00%	42,717	-	0.00%
Overlay Reserve	176,114	200,000	23,886	13.56%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	0.00%	200,000	-	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	225,000	225,000	-	0.00%	225,000	-	0.00%	225,000	-	0.00%	225,000	-	0.00%	225,000	-	0.00%
Other Post Employment Benefits	478,967	519,110	40,143	8.38%	250,000	(269,110)	-51.84%	250,000	-	0.00%	250,000	-	0.00%	250,000	-	0.00%
TOTAL APPROPRIATIONS	57,229,397	61,939,486	4,710,088	8.23%	63,950,630	2,011,144	3.25%	65,319,914	1,369,284	2.14%	66,962,168	1,642,254	2.51%	68,670,840	1,708,672	2.55%
BALANCE	0	(0)			(5,400)			(0)			0			0		
Approximate Tax Rate (at current)	16.56	18.22	1.66		19.10	0.89		19.70	0.59		20.37	0.67		21.01	0.64	
Excess Levy (Deficit)	703,690	(2,152,883)			(3,484,941)			(4,353,580)			(4,871,177)			(5,162,009)		

BUDGET SUMMARY

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Request FY 2023	Manager FY 2023
General Government	5,703,961	5,772,526	6,316,379	7,174,458	4,501,524	7,442,348	7,443,658
Public Safety	4,813,247	5,039,919	5,311,381	6,202,997	2,561,124	6,536,794	6,491,681
Public Works	2,909,358	3,005,899	2,926,226	3,339,810	1,233,953	3,449,471	3,437,471
Human Services	338,259	338,948	302,585	384,750	146,130	395,148	395,148
Culture	874,880	796,016	888,634	934,060	459,878	974,898	973,898
TOTAL MUNICIPAL	14,639,705	14,953,308	15,745,205	18,036,075	8,902,609	18,798,659	18,741,856
TOTAL DEBT	5,446,315	5,398,764	2,848,022	3,280,000	1,709,776	3,518,976	3,518,976
TOTAL EDUCATION	28,920,423	30,719,769	32,453,680	33,991,774	16,244,846	36,918,478	36,918,478
TOTAL MUNICIPAL, DEBT AND EDUCATION	49,006,443	51,071,841	51,046,907	55,307,849	26,857,231	59,236,113	59,179,310
OTHER FUNDS							
Water/Sewer Enterprise Fund	7,712,678	7,888,332	7,810,670	8,437,577	3,527,662	9,676,241	9,676,241
Solid Waste Enterprise Fund	1,241,365	1,288,726	1,310,916	1,410,273	615,946	1,532,601	1,532,601
Inspection Revolving Fund	227,955	195,112	226,155	276,783	123,674	247,259	247,259
Cable Revolving Fund	237,169	231,531	322,965	357,948	117,558	382,255	387,230
Recreation Revolving Fund	760,117	764,641	698,301	819,065	452,123	1,049,061	1,049,061
TOTAL OTHER FUNDS	10,179,284	10,368,342	10,369,007	11,301,646	4,836,963	12,887,417	12,892,392
	Balance FY 2019	Balance FY 2020	Balance FY 2021	Balance FY 2022	December YTD	Balance FY 2023	Balance FY 2023
General Stabilization Fund	4,048,042	4,458,311	4,786,559	5,004,587	5,004,587	5,154,587	5,154,587
Water/Sewer Stabilization Fund	190,211	194,807	200,066	202,910	202,910	202,910	202,910
Fire Vehicle Stabilization Fund	403,701	517,608	313,300	417,753	417,753	517,753	517,753
Open Space Stabilization Fund	209,612	266,753	169,839	222,253	222,253	272,253	272,253
Dispatch Stabilization Fund	40,806	66,789	68,592	68,567	68,567	69,567	69,567
DPW Depreciation Fund	395,915	560,686	680,402	765,072	765,072	840,072	840,072
Other Post Employment Benefits TF	3,618,252	4,349,496	6,090,084	6,887,779	6,887,779	7,558,889	7,558,889
STABILIZATION BALANCES	8,906,539	10,414,450	12,308,842	13,568,921	13,568,921	14,616,031	14,616,031

TOWN OF HOLDEN

FY 2023 BUDGET

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Request FY 2023	Manager FY 2023
GENERAL GOVERNMENT							
Moderator	100	100	100	165	30	165	165
Finance Committee	1,017	65,527	245	151,786	245	151,795	151,795
Selectmen	18,058	19,076	14,792	40,250	8,384	40,100	39,800
Town Manager/Personnel	620,307	398,782	508,148	510,187	201,072	584,628	578,828
Information Technology	390,167	430,155	413,799	418,316	256,411	388,989	388,989
Finance							
Accounting	197,233	208,728	215,823	242,136	90,223	249,008	249,008
Treasurer/Collector	286,971	287,327	294,228	296,211	142,156	310,195	310,195
Assessors	182,242	175,209	198,221	286,187	151,177	252,856	252,856
Legal	169,831	189,329	253,683	190,000	128,115	190,000	205,000
Town Clerk	221,934	221,828	248,654	257,524	103,674	323,901	316,595
Non-Departmental							
Insurance	1,809,641	1,884,943	2,019,505	2,374,507	1,236,826	2,385,546	2,385,546
Retirement	1,528,348	1,596,914	1,782,201	2,042,205	2,042,205	2,246,965	2,246,965
Planning and Development	271,913	289,542	361,918	358,984	137,208	312,200	311,916
Sealers	6,200	5,066	5,062	6,000	3,798	6,000	6,000
TOTAL	5,703,961	5,772,526	6,316,379	7,174,458	4,501,524	7,442,348	7,443,658
TOTAL DEBT SERVICE	5,446,315	5,398,764	2,848,022	3,280,000	1,709,776	3,518,976	3,518,976

TOWN MODERATOR

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

DEPARTMENT Moderator	FUNCTION Moderator	FUNCTION CODE 01-114
DEPARTMENT HEAD Joseph Sullivan	PREPARED BY	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
100	100	100	100	0	5120	Moderator (Stipend)	100	100
100	100	100	100	0		*Total Salary & Wages*	100	100
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
0	0	0	15	30	5731	Association Dues	15	15
0	0	0	50	0	5733	Expense of Meetings	50	50
0	0	0	65	30		*Total Expense*	65	65
100	100	100	165	30		*Total Budget*	165	165

FINANCE COMMITTEE

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

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

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

TOWN OF HOLDEN

FY 2023 BUDGET

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2022	Manager FY 2022
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0
0	0	0	0	0	# Personnel F/T	0	0
0	0	0	0	0	# Personnel P/T	0	0
0	0	0	50	0	5343 Postage	50	50
0	282	0	100	0	5421 Office Supplies	100	100
245	245	245	236	245	5731 Association Dues	245	245
772	0	0	1,400	0	5733 Expense of Meetings	1,400	1,400
0	65,000	0	150,000	0	5781 Reserve Fund	150,000	150,000
1,017	65,527	245	151,786	245	*Total Expense*	151,795	151,795
1,017	65,527	245	151,786	245	*Total Budget*	151,795	151,795

**\$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.

DEPARTMENT Board of Selectmen	FUNCTION Board of Selectmen	FUNCTION CODE 01-122
DEPARTMENT HEAD Robert Lavigne, Chairman	PREPARED BY	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
5,150	5,150	5,150	5,150	2,575	5120	Selectmen (Stipend)	5,150	5,150
1,304	1,537	1,493	2,100	551	5122	Selectmen Clerical	2,100	2,100
6,454	6,687	6,643	7,250	3,126		*Total Salary & Wages*	7,250	7,250
0	0	0	0	0		# Personnel F/T	0	0
6	6	6	6	6		# Personnel P/T	6	6
258	543	492	400	75	5301	Advertising	400	400
0	0	0	300	0	5343	Postage	100	100
25	0	454	800	31	5421	Office Supplies	800	500
1,000	1,000	1,000	1,000	500	5710	Car Allowance	1,000	1,000
3,147	3,226	3,226	3,200	3,290	5731	Association Dues	3,250	3,250
1,218	3,288	0	3,800	0	5733	Expense of Meetings	3,800	3,800
3,141	0	2,827	3,500	0	5780	Employee Appreciation	3,500	3,500
2,815	4,332	150	20,000	1,362	5793	Parades, Events, Concerts	20,000	20,000
11,604	12,389	8,149	33,000	5,258		*Total Expenses*	32,850	32,550
18,058	19,076	14,792	40,250	8,384		*Total Budget*	40,100	39,800

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 is in the area of providing follow-up research and resolution of items brought up by the Board of Selectmen at their meetings. Printing of the Annual Town Report is included in this budget.

The Town Manager is responsible for the annual operating and capital budget preparation, presentation, and the administrative oversight of its implementation. Preparation is initiated in late November with request for submissions by departments. The budget is delivered by February 15th of each year. Then the budget review process involving the Finance Committee begins and concludes with the vote 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.

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 required and monitored.

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

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

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

TOWN MANAGER

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

The Town Manager's Office is also responsible for seeking state and federal grants that supplement the town's spending every year. Whether the application originates from this office or one of the departments, the Town Manager's Office is ultimately responsible for all grant applications and awards along with the reporting and procurement associated with the award(s).

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 pending but not yet ratified collective bargaining agreements. When contracts are settled, these funds are placed directly in individual department budgets. Also included is the potential payoff of benefits to qualifying employees who retire or leave town service and are owed leave time.

The Town Manager's office is responsible for the Town Web site, Social Media, 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 Social Media provide vital information to residents during various emergencies and also provide the Town with valuable feedback.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
404,909	384,706	390,601	488,937	195,683	Salary & Wages	558,453	558,453
215,398	14,076	117,547	21,250	5,389	Operating Expense	26,175	20,375
620,307	398,782	508,148	510,187	201,072	*Total Budget*	584,628	578,828
Indirects Included:							
14,000	14,000	14,000	14,000	7,000	HMLD Indirect Charge	14,280	14,280
8,000	8,500	8,500	8,500	4,250	Water Sewer Enterprise Fund	8,670	8,670
22,000	22,500	22,500	22,500	11,250	Indirects	22,950	22,950

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2023	Manager FY 2023
156,871	160,618	168,444	172,364	83,647	5110 Town Manager	175,884	175,884
83,171	54,481	58,364	61,446	29,491	5111 Administrative Assistant	64,298	64,298
50,188	54,605	58,488	61,307	29,491	5112 Clerical TM/Personnel	64,298	64,298
85,612	90,816	97,277	100,200	48,756	5113 Asst. Town Manager	102,204	102,204
6,283	6,419	8,028	8,620	4,298	5143 Town Manager Deferred Comp	8,769	8,769
0	0	0	50,000	0	5150 Wage Adjustment	78,000	78,000
	0	0	5,000	0	5151 OPEB Contribution Reimbursement	5,000	5,000
22,784	17,767	0	30,000	0	5152 Accrued Benefit Buy Out	60,000	60,000
404,909	384,706	390,601	488,937	195,683	*Total Salary & Wages*	558,453	558,453
4	4	4	4	4	# Personnel F/T	4	4
0	0	0	0	0	# Personnel P/T	0	0
3,355	3,097	3,097	1,000	1,548	5242 Equipment Maintenance	1,000	1,000
0	225	225	1,000	0	5301 Advertising	1,000	1,000
1,041	1,891	1,925	1,600	655	5306 Drug/Alcohol Testing	1,600	1,600
	0	563	800	114	5307 Mandatory Onboarding HR Charges	800	500
1,230	1,037	1,366	1,250	415	5340 Cell Phone Expense	1,250	1,250
204	0	1,000	700	0	5343 Postage	700	700
953	941	1,039	1,200	412	5410 Petro	1,125	1,125
2,148	2,660	2,729	2,500	804	5421 Office Supplies	2,500	2,500
2,388	1,922	1,800	3,000	0	5422 Printing	3,000	2,500
0	4	257	500	1,064	5480 Vehicle Maintenance	500	500
2,726	0	0	2,800	0	5510 Training	2,800	2,800
841	0	0	900	0	5711 Mileage	900	900
483	275	275	900	257	5731 Association Dues	900	900
0	0	0	100	0	5732 Subscriptions	100	100
3,329	2,024	80	3,000	120	5733 Expense of Meetings	3,000	3,000
0	0	0	0	0	5734 Growth and Population Study	0	0
46,700	0	0	0	0	5736 Eagle Lake	0	0
150,000	0	0	0	0	5737 Capital Asset Study	0	0
0	0	38,000	0	0	5738 Playing Fields Study	0	0
		65,191		0	5739 Building Study Starbard & Town Hall	0	0
0	0	0	0	0	N Department Head Salary Study	5,000	0
215,398	14,076	117,547	21,250	5,389	*Total Expenses*	26,175	20,375
620,307	398,782	508,148	510,187	201,072	*Total Budget*	584,628	578,828

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 is in its final year leasing Simplivity, hardware where we combined all of our servers and storage into one. Supporting this environment has been less costly and allows the town to restore data quickly. We have a significant amount of storage capability left and have decided to purchase the equipment outright which saves us cost.

Fiber Network IT Grant update: The Town has put a lot of effort into planning for and installing necessary high speed fiber networks between town buildings. This year we concentrated on running fiber to the new DPW facility at 18 Industrial Drive, as well as connecting HCTV to our town's fiber network. This technological advancement helps to increase communication, create a more efficient environment and enhance resources for our community.

Phone Upgrade to integrate Paxton into our regional dispatch center: The Town had to upgrade their IP Office environment and deploy a new application server in its VMware environment to be able to run voicemail, manage media and purchase phones as part of Paxton's new integration into regional dispatch. This took a lot of planning and coordination between the regional towns. The state 911 grant was able to cover a significant portion of these costs.

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.

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-This year the only capital request is to change from leasing and instead, purchase our Simplivity equipment which totals \$17,000. We believe Simplivity helps to keep a solid technological environment for the Town and by purchasing the equipment, it will save on costs.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Simplivity Buy Out	\$17,000	\$0

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
247,166	254,041	265,015	267,669	130,243	Salary & Wages	273,021	273,021
143,001	176,114	148,784	150,647	126,168	Operating Expense	115,968	115,968
390,167	430,155	413,799	418,316	256,411	*Total Budget*	388,989	388,989
80,000	80,000	87,000	87,000	43,500	Indirects Included:		
15,000	15,000	16,000	16,000	8,000	HMLD charge	87,000	87,000
9,000	9,000	9,000	9,000	4,500	Water Sewer Enterprise F	16,320	16,320
104,000	104,000	112,000	112,000	56,000	Inspections	9,180	9,180
					Indirects	112,500	112,500

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
86,296	88,022	90,663	91,571	44,557	5111	System Administrator	93,401	93,401
83,598	84,637	87,176	88,049	42,843	5113	Network Administrator	89,810	89,810
77,272	81,382	87,176	88,049	42,843	5119	Business Analyst	89,810	89,810
247,166	254,041	265,015	267,669	130,243		*Total Salary & Wages*	273,021	273,021
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
39,900	4,098	5,374	1,875	0	5242	Hardware Equip Maint	1,875	1,875
56,815	59,491	52,524	56,000	55,521	5243	Software Support	56,000	56,000
7,404	22,635	7,286	7,005	7,002	5244	Telephone Support	7,005	7,005
0	5,000	0	0	0	5311	Software Purchase	0	0
2,145	1,586	1,868	2,100	1,032	5340	Cell Phone	2,100	2,100
0	0	0	100	0	5343	Postage	100	100
163	44	21	300	0	5421	Office Supplies	300	300
0	0	0	1,500	581	5510	Training/Tech Support	6,000	6,000
1,950	1,950	1,950	1,950	975	5710	Car Allowance	1,950	1,950
100	0	0	100	0	5731	Association Dues	100	100
0	0	0	150	0	5733	Expense of Meetings	100	100
34,524	50,610	40,632	40,438	21,928	5783	License/Internet Access Fee	40,438	40,438
	30,700	39,129	39,129	39,129	5794	Hardware Equip Lease	0	0
143,001	176,114	148,784	150,647	126,168		*Total Expenses*	115,968	115,968
390,167	430,155	413,799	418,316	256,411		*Total Budget*	388,989	388,989

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 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.

ACCOUNTING BUDGET**3. CAPITAL PROJECTS –**

- a. **18 Industrial Drive/DPW Building** – While additional state reporting is not required for this project, there will continue to be an increase in contracts, purchase orders and payments that will be tracked and processed through the accounting office.
- b. **Regional Dispatch** – Paxton was integrated into the regional center as of 6/30/20. 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. Submit report of revenues collected during fiscal year to the Assessor for completion of the Recap Sheet. Complete an Annual Provider report for the Department of Revenue of all vendors paid over \$5,000. Issue 1099's to appropriate vendors and file state and federal forms.

5. AUDIT – Maintain sufficient documentation for all transactions, provide complete and accurate records to CPA firm, and assist with annual audit. Complete the Management Discussion and Analysis for the Financial Statements.

FY2023 Budget:

Salaries/Wages: Starting in FY22 both the Assistant Accountant and the Accounting Clerk positions were budgeted at 35 hours per week. Both positions are moving through the steps and as a result wages are increasing in that line item. Turnover in the office during FY22 resulted in hiring a new accounting clerk at one step above the previous employee in order to secure and hopefully retain a qualified candidate.

Expenses: Overall, the amount requested for expenses decreased \$2,975 in compared to FY22. Slight decrease in postage, decrease in equipment maintenance, and training. The amount budgeted in line 5242 - equipment maintenance to replace the small copier/scanner used in the accounting office.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
171,396	180,591	184,635	208,936	89,716	Salary & Wages	218,783	218,783
25,837	28,137	31,188	33,200	507	Operating Expense	30,225	30,225
197,233	208,728	215,823	242,136	90,223	*Total Budget*	249,008	249,008
10,000	12,000	12,000	12,000	6,000	Indirects Included:		
1,300	1,300	1,350	1,350	675	HMLD charge	12,240	12,240
1,900	1,900	1,960	1,960	980	Recreation	1,377	1,377
1,200	1,200	1,300	1,300	650	Before/After School	1,999	1,999
8,500	8,500	10,000	10,000	5,000	Cable Revolving	1,326	1,326
3,000	3,000	3,200	3,200	1,600	Water Sewer Enterprise Fund	10,200	10,200
0	0	1,200	1,200	600	Solid Waste	3,264	3,264
25,900	27,900	31,010	31,010	15,505	Inspections	1,224	1,224
					Indirects:	31,630	31,630

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
105,542	110,918	114,246	115,389	56,147	5111	Town Accountant	117,697	117,697
65,854	69,673	70,389	93,547	33,569	5112	Clerical	101,086	101,086
171,396	180,591	184,635	208,936	89,716		*Total Salary & Wages*	218,783	218,783
2	2	2	3	3		# Personnel F/T	3	3
0	1	1	0	0		# Personnel P/T	0	0
0	0	1,973	3,000	0	5242	Equipment Maint (IT)	500	500
23,000	25,000	26,000	26,000	0	5300	Audit	26,000	26,000
0	130	120	200	0	5343	Postage	100	100
920	1,888	1,656	1,300	152	5421	Office Supplies	1,500	1,500
125	125	125	200	125	5731	Association Dues	125	125
1,792	994	1,314	2,500	230	5733	Training/Education	2,000	2,000
25,837	28,137	31,188	33,200	507		*Total Expense*	30,225	30,225
197,233	208,728	215,823	242,136	90,223		*Total Budget*	249,008	249,008

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.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
224,620	231,695	235,070	232,561	133,510	Salary & Wages	239,895	239,895
62,351	55,632	59,158	63,650	8,646	Operating Expense	70,300	70,300
286,971	287,327	294,228	296,211	142,156	*Total Budget*	310,195	310,195
					Indirects Included:		
2,000	20,000	20,000	20,000	10,000	HMLD charge	20,400	20,400
13,500	13,500	14,500	14,500	7,000	Water/Sewer Reimburse	14,790	14,790
5,800	5,800	5,975	5,975	2,988	Recreation Reimburse	6,095	6,095
8,000	8,000	0	8,250	4,125	Before/After School	8,415	8,415
1,200	1,200	1,300	1,300	650	Cable Revolving	1,326	1,326
9,000	9,000	9,200	9,200	4,600	Solid Waste	9,384	9,384
0	0	1,200	1,200	600	Inspections	1,224	1,224
39,500	57,500	52,175	60,425	29,963	Indirect Costs	61,634	61,634

TOWN OF HOLDEN

FY 2023 BUDGET

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
98,790	98,891	103,769	100,200	79,085	5111	Treasurer/Collector	102,204	102,204
125,684	132,447	130,992	131,361	53,529	5112	Clerical	136,691	136,691
146	357	309	1,000	896	5132	Overtime	1,000	1,000
224,620	231,695	235,070	232,561	133,510		*Total Salary & Wages*	239,895	239,895
4	4	4	4	4		# Personnel F/T	4	4
0	0	0	0	0		# Personnel P/T	0	0
878	1,440	966	4,000	613	5242	Equipment Maintenance	1,800	1,800
2,721	3,700	4,292	3,000	0	5301	Tax Title/Advertising	3,000	3,000
6,381	5,215	1,236	8,500	195	5305	Tax Foreclosure	8,500	8,500
23,782	24,449	25,699	25,000	2,035	5343	Postage	25,500	25,500
3,486	3,154	2,350	4,000	2,686	5421	Office Supplies	4,000	4,000
7,170	7,334	7,114	7,500	662	5580	Billing Expense	7,500	7,500
1,500	1,500	1,500	1,500	750	5710	Car Allowance	1,500	1,500
240	225	325	400	125	5731	Association Dues	400	400
373	568	0	750	0	5733	Training/Education	750	750
8,320	8,047	7,676	9,000	1,580	5784	Bank Charges	9,000	9,000
7,500	0	8,000	0	0	5785	OPEB Study	8,350	8,350
62,351	55,632	59,158	63,650	8,646		*Total Expense*	70,300	70,300
286,971	287,327	294,228	296,211	142,156		*Total Budget*	310,195	310,195

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 2023 will be an Interim Year following the five year Revaluation in Fiscal Year 2022.

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

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

TOWN OF HOLDEN

FY 2023 BUDGET

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
95,108	96,318	99,208	100,200	48,756	5110	Principal Assessor	102,204	102,204
55,777	55,115	62,757	67,017	28,939	5112	Clerical	70,604	70,604
5,570	2,695	5,095	18,720	1,355	5119	Data Collector PT	18,720	18,720
1,733	1,600	1,600	3,200	800	5120	Board of Assessors (stipend)	3,200	3,200
3,000	0	0	0	0	5126	Mapper (stipend)	0	0
161,188	155,728	168,660	189,137	79,850		*Total Salary & Wages*	194,728	194,728

3	3	3	3	3		# Personnel F/T	3	3
5	5	5	4	4		# Personnel P/T	4	4

18	283	12,164	13,950	12,916	5242	Equip Maintenance/software	22,028	22,028
					5242	Equip Maintenance/hardware	3,000	3,000
292	302	294	350	122	5340	Cell Phone	350	350
2,200	1,975	1,000	2,200	0	5343	Postage	1,200	1,200
1,295	1,303	1,341	2,000	440	5421	Office Supplies	2,000	2,000
151	799	0	1,000	0	5422	Printing	1,000	1,000
1,789	804	637	3,500	760	5510	Personnel Training	3,500	3,500
2,823	2,094	1,565	3,000	562	5711	Mileage Reimbursement	3,000	3,000
159	159	134	500	181	5731	Association Dues	500	500
163	95	55	200	40	5732	Subscriptions	200	200
202	188	212	850	140	5784	Deeds/Abstracts	850	850
11,600	11,000	12,000	69,000	55,943	5791	Revaluation	20,000	20,000
362	479	159	500	223	5794	Office Equipment	500	500
21,054	19,481	29,561	97,050	71,327		*Total Expense*	58,128	58,128
182,242	175,209	198,221	286,187	151,177		*Total Budget*	252,856	252,856

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.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
112,730	90,141	180,409	110,000	99,591	5300	Town Counsel	115,000	150,000
34,500	81,949	41,956	50,000	7,275	5302	Collective Bargaining	25,000	25,000
22,601	17,239	31,318	30,000	21,249	5301	Labor Relations	50,000	30,000
169,831	189,329	253,683	190,000	128,115		*Total Expense*	190,000	205,000
169,831	189,329	253,683	190,000	128,115		*Total Budget*	190,000	205,000

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, 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.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Voting Equipment	\$22,500	\$22,500

TOWN OF HOLDEN

FY 2023 BUDGET

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

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
78,875	77,509	82,559	87,214	41,676	5110	Town Clerk	92,529	93,529
90,088	95,561	101,645	105,028	50,447	5112	Clerical	108,311	108,311
1,150	1,150	1,150	1,150	575	5125	Registrar/Census Coll.	1,150	1,150
24,542	15,554	32,194	22,180	0	5126	Election/Tn Mtg Pers.	55,617	50,311
1,126	959	1,820	1,100	47	5132	Overtime	2,231	2,231
195,781	190,733	219,368	216,672	92,745		*Total Salary & Wages*	259,838	255,532
3	3	3	3	3		# Personnel F/T	3	3
68	57	57	57	57		# Personnel P/T	65	57
587	627	3,295	2,350	153	5242	Equipment Maintenance	4,850	4,850
970	2,355	2,690	2,690	190	5311	Record Preservation	2,690	2,690
292	497	498	500	207	5340	Cell Phone	540	540
2,330	2,300	2,824	2,802	1,580	5343	Postage	11,273	11,273
2,661	3,948	1,901	4,000	862	5421	Office Supplies	4,000	4,000
8,667	11,440	5,925	14,200	2,700	5582	Election/TnMtg Expenses	21,830	21,830
8,808	8,575	9,944	9,800	3,406	5583	Census	14,010	11,010
239	138	182	400	157	5711	Mileage Reimbursement	400	400
470	490	589	700	500	5731	Association Dues	750	750
98	103	60	110	115	5732	Subscriptions	110	110
1,031	622	1,378	3,300	1,059	5733	Education	3,610	3,610
26,153	31,095	29,286	40,852	10,929		*Total Expense*	64,063	61,063
221,934	221,828	248,654	257,524	103,674		*Total Budget*	323,901	316,595

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 offer MIIA/Blue Cross Blue Shield health insurance plans for the upcoming fiscal year 2023. 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, the Recreation Revolving Funds (Recreation programs as well as the After School Program), the Solid Waste, Inspections and Cable Revolving Funds to cover the costs for the employees of each particular department.

INSURANCE

An employee Flexible Spending Account was implemented in FY10. The FY23 budget is reduced to \$6,000.

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 11%. The cost for this insurance is allocated across all funds. Amounts applicable to Water/Sewer, Solid Waste, Inspections, Recreation Programs, and Cable TV are included in those budgets located elsewhere in this budget booklet.

Estimated Insurance Budgets

Department	Health	Life	Medicare	Property & Liability
Light	403,300	1,250	25,000	47,209
Water/Sewer	133,600	350	10,800	23,605
Solid Waste	12,000	20	766	
Inspections	26,000	85	3,000	
Recreation	49,000	115	8,987	7,081
Cable	21,000	38	1,505	1,180
General Fund	1,870,000	7,500	148,000	254,669
Total	2,514,900	9,358	198,393	333,744

DEPARTMENT Non-Departmental	FUNCTION Insurance	FUNCTION CODE 01-900
DEPARTMENT HEAD Laurie Gaudet	PREPARED BY Laurie Gaudet	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2022	Manager FY 2022
62,589	62,872	75,368	81,400	83,347	5171 Workers Compensation Policy	83,377	83,377
119,339	125,351	128,573	148,000	67,281	5173 Town Medicare	148,000	148,000
5,366	5,523	7,397	6,000	2,829	5174 Life Insurance	7,500	7,500
1,444,011	1,493,750	1,595,343	1,870,000	855,892	5175 Health Insurance	1,870,000	1,870,000
7,256	8,257	350	40,000	0	5740 Unemployment Insurance Pay As You Go	15,000	15,000
99,111	102,219	120,840	130,507	130,502	5741 Property/General Liability	156,969	156,969
32,138	40,242	41,777	45,200	46,524	5742 Police Insurance Policy	48,850	48,850
32,138	40,242	44,468	45,200	46,524	5743 Fire Insurance Policy	48,850	48,850
1,120	920	920	1,200	1,125	5744 Official Bonds	1,000	1,000
6,573	5,567	4,469	7,000	2,802	5746 Flexible Spending Account	6,000	6,000
1,809,641	1,884,943	2,019,505	2,374,507	1,236,826	*Total Expense*	2,385,546	2,385,546
1,809,641	1,884,943	2,019,505	2,374,507	1,236,826	*Total Budget*	2,385,546	2,385,546

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 \$54,775.

Fund	Base Assessment	Early Retirement Incentive	Total Assessment
Light	\$437,843	\$18,889	\$456,732
Water/Sewer	149,524	8,313	157,837
Recreation Programs	54,045		54,045
Solid Waste	8,613		8,613
Inspections	25,838		25,838
Cable TV	22,554		22,554
General Fund	2,198,611	48,354	2,246,965
Total	\$2,897,028	\$75,556	\$2,972,584

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2022	Manager FY 2022
1,528,348	1,596,914	1,782,201	2,042,205	2,042,205	5177	Retirement	2,246,965	2,246,965
1,528,348	1,596,914	1,782,201	2,042,205	2,042,205		*Total Expense*	2,246,965	2,246,965
1,528,348	1,596,914	1,782,201	2,042,205	2,042,205		*Total Budget*	2,246,965	2,246,965

DEBT

The Debt Service budget covers the principal and interest payments due during the Fiscal Year 2023. As of June 30, 2021, the total long-term debt outstanding for the Town of Holden was \$44,788,040.19 of which \$15,761,946.28 is considered to be inside the debt limit, and \$29,026,093.91 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 estimated EQV is \$2,669,892,800 and results in a debt limit of \$133,494,640.

The Debt Service budget includes exempt debt which is excluded from the limits of Prop 2-1/2. The final \$9,195,586 of debt was issued for the new DPW facility at 18 Industrial Drive. The town borrowed at a rate of 2.125% and received a large premium that reduces the total amount that needs to be repaid.

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 Standard and Poors and AA2 by Moodys. These favorable ratings will help with future debt issues.

TOWN OF HOLDEN

FY 2023 BUDGET

DEPARTMENT			FUNCTION			FUNCTION CODE		
Non-Departmental			Debt Service			01-710		
DEPARTMENT HEAD			PREPARED BY					
Laurie Gaudet			Lauire Gaudet					
Actual	Actual	Actual	Budget	December	Object		Manager	
FY 2019	FY 2020	FY 2021	FY 2022	YTD	Description		FY 2023	
					EXEMPT DEBT		EXEMPT DEBT	
2,548,000	2,550,000	0	0	0	5921	DE School Building	0	General Funds debt excluded from the limits of Prop 2-1/2. The total will be reduced by approximately \$28,274 from bond/BAN premiums for an estimated net net exclusion for town debt of \$3,341,974
18,324	22,872	521	0		5920	DE Mt. View BAN	0	
956,425	957,000	961,000	828,440	709,815	5929	DE Public Safety Building	827,125	
1,258,125	1,220,625	1,183,125	1,145,625	197,813	5932	DE Mt.View Construction Perm	1,108,125	
351,350	345,200	332,000	322,000	61,000	5933	DE Mt.View Construction Perm	312,000	
0	0	179,000	0		5934	DE Public Works Building BAN	0	
0	0	0	819,356	686,481	5935	DE Public Works Building Perm	1,110,311	
0	0	0	10,602	10,415	5936	DE School Capital Project I BAN	12,687	
5,132,224	5,095,697	2,655,646	3,126,023	1,665,524	sub-total		3,370,248	
					NON-EXEMPT DEBT			
3,804	3,804	0	0	0	5925	Septic Repair	0	
72,013	72,013	72,676	39,527	39,527	5928	Connection Loan Debt (2)	39,528	
95,400	91,800	0	0	0	595002	Capital Plan Borrowing FY15	0	
142,874	135,450	119,700	114,450	4,725	595005	Capital Plan Borrowing FY18	109,200	
314,091	303,067	192,376	153,977	44,252	sub-total		148,728	
5,446,315	5,398,764	2,848,022	3,280,000	1,709,776	*Total Budget*		3,518,976	

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. Due to the increasing complexity of environmental issues associated with the growing pace of development hours of the Conservation Commission Agent were increased in FY 2021.

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.

Budget Highlights for Fiscal 2023

1. 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 in FY 2024 with an annual increase. Funding was awarded for FY 22-FY 24, it is expected the grant award will be renewed after the three year expiration.
2. The Department of Public Works has historically paid for the copier and plotter that are communally used in Town Hall, with the Departure of this department expected in June, 2022 the Department of Planning will assume the financial responsibility of the copier payments and maintenance costs.
3. Due to the restrictive nature of the FY23 budget there were minimal changes from FY22.

DEPARTMENT Planning and Development	FUNCTION Building/Board of Health/Planning/Zoning/Conservation/Historic District	FUNCTION CODE 01-171
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela A. Harding	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
76,109	77,055	79,367	80,154	48,756	5110	Director of Planning and Development	81,763	81,763
29,258	33,855	34,870	35,220	0	5111	Code Enforcement Officer	35,924	35,924
39,691	45,392	46,572	47,027	45,611	5112	Clerical	47,960	47,960
1,157	1,347	2,629	5,000	512	5122	Clerical Meetings	5,000	5,000
22,452	24,899	43,046	45,246	21,482	5120	Conservation Agent	46,369	46,369
0	0	0	70,337	0		Health Agent		
168,667	182,548	206,484	282,984	116,361		*Total Salary & Wages*	217,016	217,016
4	4	4	6	6		# Personnel F/T (shared)	5	5
2	1	1	0	0		# Personnel P/T	0	0
10,102	10,102	11,617	11,700	0	5298	Wachusett Recycling Center	11,984	11,700
1,500	1,500	1,500	1,500	474	5299	Greenway Task Force	1,800	1,800
1,299	2,318	2,000	2,000	1,224	5301	Advertising	2,400	2,400
0	0	450	2,600	0	5303	Consulting Services	2,600	2,600
0	1,500	6,500	6,500	6,500	5311	Software License/Support	6,500	6,500
1,230	2,043	2,915	2,500	1,197	5340	Cell Phones	2,600	2,600
2,675	2,745	2,240	3,200	568	5343	Postage	3,200	3,200
2,729	1,467	2,557	3,000	1,892	5421	Office Supplies	3,000	3,000
406	491	448	1,200	151	5500	Health Programs (Stericycle)	1,200	1,200
965	825	685	1,500	125	5509	Train/Educ/Programs	1,500	1,500
0	0	0	1,000	840	5582	Non Capital Equipment	7,000	7,000
300	240	181	2,000	1,623	5711	Mileage Reimbursement	1,500	1,500
4,846	4,967	5,092	5,400	5,219	5730	CMRPC Dues	5,400	5,400
1,150	1,101	1,164	1,600	1,034	5731	Association Dues	1,600	1,600
0	130	140	300	0	5733	Expense of Meetings	300	300
0	0	95	0	0	5734	Open Space and Rec Plan	0	0
0	0	38,800	0	0	5735	Re-Use Analysis Adams Rd	0	0
0	0	0	0	0	5792	Master Plan	0	0
75,980	77,500	79,050	30,000	0	5793	Board of Health Regionalization	42,600	42,600
64	65	0	0	0	5794	Software Purchase		
103,246	106,994	155,434	76,000	20,847		*Total Expenses*	95,184	94,900
271,913	289,542	361,918	358,984	137,208		*Total Budget*	312,200	311,916

SEALER WEIGHTS & MEASURES

BUDGET HIGHLIGHTS

The budget remains consistent from FY 22 into FY23, 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 Public Safety to Planning and Development in FY 2017. The main function of the Sealer of Weights & Measures is consumer protection.

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

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

DEPARTMENT Sealer Weights & Measures	FUNCTION Consumer Protection	FUNCTION CODE 01-177
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela Harding	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
4,000	4,000	5,024	6,000	3,798	5120	Sealer Wghts/Measures	6,000	6,000
4,000	4,000	5,024	6,000	3,798		*Total Salary & Wages*	6,000	6,000
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
1,400	400	0	0	0	5582	Supplies	0	0
400	400	38	0	0	5710	Car Allowance	0	0
400	266	0	0	0	5731	Association Dues/Ed	0	0
2,200	1,066	38	0	0		*Total Expense*	0	0
6,200	5,066	5,062	6,000	3,798		*Total Budget*	6,000	6,000

TOWN OF HOLDEN**FY 2023 BUDGET**

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Request FY 2023	Manager FY 2023
PUBLIC SAFETY							
Police Department	2,155,980	2,240,412	2,347,662	2,579,054	1,147,419	2,659,821	2,654,821
Dispatch	232,495	337,114	395,722	782,555	141,371	872,862	872,862
Animal Control	69,853	51,096	63,118	75,155	32,959	79,865	79,865
Fire Department & EMS	2,109,261	2,144,736	2,238,534	2,463,053	1,140,479	2,611,857	2,581,744
Emergency Management	81,960	82,994	84,265	95,680	40,681	101,889	101,889
Public Safety Building	163,698	183,567	182,080	207,500	58,215	210,500	200,500
TOTAL	4,813,247	5,039,919	5,311,381	6,202,997	2,561,124	6,536,794	6,491,681

POLICE DEPARTMENT

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."

CHIEF OF POLICE

I'm pleased to present the FY 2023 budgets for the Holden Police Department, Wachusett Regional Emergency Communications Center, Public Safety Building, and Animal Control. This has been a challenging couple of years for our Public Safety employees. The global pandemic, police reform legislation, and finding qualified applicants to fill our ranks has forced us to make many changes in the way we operate. I'm proud to say our Police Officers and Dispatchers have responded to every challenge like the professionals that they are. I could not ask for a better group of people to work with.

One of my primary goals is to make the Holden Police Department as self-sufficient as possible. In the past, we have had to rely on other outside agencies to provide resources to meet our needs. Calling for these outside resources takes time and could be detrimental to the health and safety of the community. With that in mind, we applied for and received a \$32,000 grant for the first Police K9 unit in our department's history. The k9 will be trained to find missing people, sniff out dangerous narcotics, and apprehend uncooperative suspects. In addition, I have applied for a lease for a new Harley Davidson police motorcycle. This motorcycle will be used for town events, traffic enforcement, and to provide some officer interaction with the community.

I'm happy to report that our Police Department was recently re-certified by the Massachusetts Police Accreditation Commission. We are currently on track to have the Police Department fully Accredited in the next 6 months. The Holden Police Department would be one of only a handful of fully accredited police departments in Worcester County.

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, fifteen 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 Patrol Section currently consists of four Patrol Sergeants, fifteen full-time police officers supplemented by two part-time officers. 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, or bikes. All shifts are under the command of a Patrol Sergeant.

Current Police Staffing: (We are requesting no additional police positions in FY23)

25 Full-time police positions

1 Chief

2 Lieutenants

4 Sergeants

18 Police Officers

2 Full-time Civilian Support Staff

1 Part-time Police Officer

1 Part-time Admin

CHANGES

In reviewing the FY 23 request, there are relatively few changes from the FY22 budget. Here is a summary of the changes:

Salary and Wages:

Note- the Patrolman's Union contract was settled prior to the formulation of this budget so the numbers reflect that increase. The Superior Officer's Union (Sergeants and Lieutenants) have not settled yet.

5111 Admin Lieutenant - The name of the line item was changed from "Admin Labor" to Admin Lieutenant for clarification purposes. This line item pays the salary for the Administrative Lt. only.

5110 Chief of Police, 5112 Admin Clerical - Increase due to COLA adjustments

5114 Full-time Police Officers - Increases due to contractual obligations and step increases

5119 Part-time Officers – This line item was increased by \$4000. Currently, there is only one part-time police officer remaining on the department. This individual takes a lot of vacant shifts that would have to be filled with overtime at a much higher rate. As you can see from previous years, we use this individual quite often to fill holes in our shift rotation.

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 (8) new officers who are eligible to receive this stipend. 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.

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

14 Officers Eligible for "Quinn"

11 Officers receive "Stipend"

Expenses:

5242 Equipment Maintenance - There is a \$3000 increase in this line due to the rising cost of ammunition. We saw a \$4000 cost increase for ammunition from the previous year.

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

5730 Police Motorcycle - This is a new line item and will be 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 will be used for community events, traffic enforcement, and as a force multiplier. Only officers who have attended and passed the police motorcycle school will be allowed to operate the bike.

Capital Requests:

The Police Department is requesting **(3) Chevy Tahoe** police package cruisers. This would include one unmarked vehicle and two marked vehicles. Last year, when we attempted to order (2) Ford Police cruisers we were told by the dealership that they were on hold for at least (9) months. This was due to a "chip" shortage.

We immediately started exploring other options and discovered that the Chevy Tahoe police cruisers were much more readily available. While the Tahoe costs slightly more, approximately \$600, they are much better vehicles. Fuel consumption seems to be the same or less. The vehicles provide more room to safely transport prisoners. There is more room to store equipment. The trade in value is much higher than the Ford's. We estimate that the trade-in value for the Tahoe will be around \$10,000 while the trade in value for the Fords is around \$3000 or less.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Cruiser (2)	\$125,000	\$125,000
SUV #7	\$37,000	\$0

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
131,749	153,135	112,041	117,691	56,224	5110	Chief of Police	124,845	124,845
6,350	21,713	52,910	103,983	49,202	5111	Admin Lieutenant	103,983	103,983
106,146	119,888	119,116	132,009	59,082	5112	Admin Clerical	127,108	127,108
1,171	9,140	1,975	10,000	3,204	5113	Community Policing	10,000	10,000
1,342,679	1,358,239	1,343,454	1,580,991	656,656	5114	Full Time Police Officers	1,611,502	1,611,502
23,472	17,639	17,293	11,000	4,048	5119	Part Time Officers	15,000	15,000
14,153	3,617	9,515	10,000	0	5132	Admin Special Details	10,000	10,000
7,329	4,877	2,905	35,000	2,872	5134	Court Overtime	35,000	35,000
38,673	12,867	25,068	40,000	9,357	5135	O T Misc & Training	40,000	40,000
39,885	74,840	73,432	40,000	25,916	5136	Highway OT Det/Invest	45,000	45,000
5,570	6,000	6,710	6,000	6,710	5140	Performance Bonus	7,000	7,000
	24,560	133,709	0	47,613	5141	Injured on Duty	0	0
1,075	0	0	0	0	5143	Physical Fitness	0	0
15,000	10,000	31,212	32,015	0	5144	Education - Stipend	42,500	42,500
14,889	17,268	18,189	17,000	10,149	5147	Shift & Supervisor Differential	17,000	17,000
8,239	7,208	7,988	8,000	3,385	5148	Holiday Pay	8,000	8,000
190,464	203,235	200,990	197,665	99,156	5160	Education - Quinn	209,183	209,183
1,946,844	2,044,226	2,156,507	2,341,354	1,033,574		*Total Salary & Wages*	2,406,121	2,406,121
25	25	25	27	27		# Personnel F/T	27	27
3	3	3	3	3		# Personnel P/T	2	2

Actual FY 2019	Budget FY 2020	Budget FY 2021	Manager FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
53,520	44,459	49,779	50,000	44,035	5242	Equipment Maintenance	53,000	53,000
997	1,165	0	2,000	0	5244	Radio Maintenance	2,000	2,000
503	3,632	1,206	1,500	2,862	5304	Physicals	1,500	1,500
16,604	15,935	15,987	15,000	7,158	5340	Pager/Cell Phone	16,000	16,000
1,281	1,096	1,071	1,500	430	5343	Postage	1,500	1,500
29,890	26,489	28,088	30,000	10,244	5410	Petro Products	32,000	32,000
7,039	8,606	7,836	6,000	2,226	5421	Office Supplies	7,000	7,000
8,507	2,758	2,839	4,000	1,545	5430	Building Maintenance	5,000	5,000
25,598	12,612	17,090	25,000	6,049	5480	Vehicle Maintenance	26,000	26,000
429	521	100	500	100	5490	Prisoner Food	500	500
21,752	37,163	29,588	45,000	12,581	5509	Training & Education	47,000	47,000
0	1,646	0	0	0	5510	Safety Programs	0	0
33,312	35,962	33,989	50,000	21,941	5581	Uniforms	50,000	45,000
2,315	958	1,128	2,000	1,653	5582	Office Equipment	2,000	2,000
4,950	284	0	1,000	0	5584	Defib Equipment	1,000	1,000
				0	5730 N	Police Motorcycle Lease	5,000	5,000
2,411	2,615	2,454	2,500	2,654	5731	Association Dues	2,500	2,500
28	285	0	700	367	5733	Expense of Meetings	700	700
	0	0	500	0	5787	Lockup Fees	500	500
	0	0	500	0	5789	Traffic Signs	500	500
209,136	196,186	191,155	237,700	113,845		*Total Expense*	253,700	248,700
2,155,980	2,240,412	2,347,662	2,579,054	1,147,419		*Total Budget*	2,659,821	2,654,821

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 2021, the WRECC answered over 52,934 calls for service. Besides funding 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 twelve full-time dispatchers which are supplemented by two 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 Communications staff has still provided the high level of service expected by our member communities.

Current WRECC Staffing

1 Director of Communications

12 Full-time Dispatchers

2 Part-time Dispatchers

Salary and Wages

Most of our Dispatch budget is funded by State 911 grants that we continue to receive. In addition to the grants, the Towns of West Boylston, Princeton, and Paxton pay the Town of Holden to provide dispatching services for their communities. Each year they are assessed utilizing a formula that takes into consideration population and calls for service to determine how much they pay into the WRECC. There were few changes to this budget from FY22.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
30,161	40,596	49,005	85,298	1,394	5111	Director	85,998	85,998
143,307	226,402	249,428	560,622	64,111	5117	Dispatchers	689,664	689,664
0	0		45,435		5117	Request 1 New Dispatcher	0	0
34,512	19,052	24,527	32,500	27,810	5119	PT Dispatchers	32,500	32,500
7,771	20,278	29,222	15,000	11,042	5135	OT Misc & Training	20,000	20,000
215,751	306,328	352,182	738,855	104,357		*Total Salary & Wages*	828,162	828,162
10	11	11	12	12		# Personnel F/T (with Director)	13	13
7	7	7	5	5		# Personnel P/T (as needed)	2	2
4,445	2,323	0	3,000	1,861	5242	Equipment Maintnace	3,000	3,000
8,663	15,000	20,463	20,000	17,000	5243	Software Support (IMC)	21,000	21,000
0	0	8,400	8,400	8,400	5244	Microwave Service Contract	8,400	8,400
2,692	3,148	3,931	3,500	1,397	5342	Radio Lines	3,500	3,500
	1,982	2,928	2,000	556	5421	Office Supplies	2,000	2,000
304	6,354	4,313	2,000	4,185	5509	Training & Education	2,000	2,000
640	1,979	3,505	4,800	3,615	5581	Uniforms	4,800	4,800
16,744	30,786	43,540	43,700	37,014		*Total Expense*	44,700	44,700
232,495	337,114	395,722	782,555	141,371		*Total Budget*	872,862	872,862
Additional Funding Sources								
206,851	227,051	251,142	277,489	93,775		* Revenue from member towns	351,650	351,650
224,227	334,124	334,124	434,660	128,428		Support & Incentive State Grant	434,660	434,660
			73,252	20,497		Development Grant Director Salary	85,998	85,998
431,078	561,175	585,266	785,401	242,700			872,308	872,308

* Revenue from member towns includes reimbursement for employee costs (medicare, health insurance, and other overhead costs that are not recorded in this budget and does not include the Town of Holden's contribution of \$358,036)

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

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
57,046	39,976	48,163	50,614	24,181	5113	Animal Control Officer	53,690	53,690
6,866	4,115	7,841	14,341	5,814	5114	Part-time ACO	14,475	14,475
267	0	0	0		5119	Barn Inspection	0	0
283	429	1,979	1,000	36	5132	Overtime	1,000	1,000
64,462	44,520	57,983	65,955	30,031		*Total Salary & Wages*	69,165	69,165
1	1	1	1			# Personnel F/T	1	1
1	1	1	1			# Personnel P/T	1	1
0	0	0	200	0	5244	Radio Maintenance	200	200
536	0	0	900	500	5343	Postage	900	900
2,272	1,788	1,826	3,000	0	5382	Dog Expense	3,000	3,000
1,080	1,243	2,662	1,500	913	5410	Petro	3,000	3,000
201	2,147	0	1,000	835	5480	Vehicle Maintenance	1,000	1,000
0	600	0	1,000	0	5510	Education	1,000	1,000
1,181	798	610	1,000	663	5581	Uniforms	1,000	1,000
81	0	37	500	17	5582	Equipment	500	500
40	0	0	100	0	5731	Association Dues	100	100
5,391	6,576	5,135	9,200	2,928		*Town Expense*	10,700	10,700
69,853	51,096	63,118	75,155	32,959		*Total Budget*	79,865	79,865

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.

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

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/refresher courses to all EMS personnel.

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

EMERGENCY MANAGEMENT

Emergency Management is responsible for planning, 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.

Climate change has led to an increase in the natural disasters that are being seen worldwide. Community resilience through emergency planning helps communities recover quicker from such disasters. It is a goal of Emergency Management 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. Emergency Management oversees the CERT and works closely with the team members to provide trainings and procure equipment and supplies needed for the team.

Emergency Management Coordinator, Chris Montiverdi, continually works on both town and regional preparedness planning. He works closely with the school district on developing school response plans, assists the Board of Health with Emergency Dispersing Site planning as well as assists the various town departments in developing Continuity Of Operations Plans (COOP) and training. The COOP plans are vital to keep the town running in the event of a major emergency.

FIRE DEPARTMENT/EMERGENCY MANAGEMENT FY 23 BUDGET HIGHLIGHTS

The Fire Department and Emergency Management budgets remain wholly unchanged with a few small exceptions. In Salary and Wages, in the **Firefighters Full Time (5113)**, **Holiday Pay (5148)**, **Education Stipends (5160)**, **Residency Stipends (5142)** and **Physical Fitness Stipends (5143)** lines, the increase is attributed to the expiration of the SAFER grant in February 2021.

In Expenses, **Vehicle Maintenance (5430)** was increased by \$5,000 due to increased maintenance costs from aging of the fleet, increased mileage due to increased volume and price increases in parts and service. A new line has been created, **Utilities – Adams Road (5212)**. As the DPW is on pace to move out of their current building in August of 2022, the fire department will be the only tenant and therefore need additional funds to pay for natural gas, electric and water for the building.

In Emergency Management, the only change is under Salary and Wages. This is just an administrative change, adding **Holiday Pay (5148)**. This takes the holiday pay for the EM Coordinator out of the fire budget and adds it to Emergency Management, reducing the Holiday Pay line in the fire budget by the same amount.

The Fire Department 5 year capital plan has been updated for FY23 to limit the number of projects. This will impact the replacement schedule of some front line equipment. The department has requested \$20,000 to replace our oldest transport ventilator for the EMS service. This ventilator is a vital piece of patient care equipment and the current unit, purchased in 2012 has outlived its useful life and is not supported by the manufacturer. The department has also requested \$75,000 for the replacement of Car 3/Squad. This vehicle is used by the shift officer 365 days per year and it responds to the majority of 911 calls to the department. The current vehicle is a 2015 Tahoe and has over 100,000 miles, all from travel within town borders and is due for upcoming major repairs. This is a specialized vehicle due to the diverse equipment that is necessary to be carried on it for use at any type of emergency situation and it requires specialized cabinetry and upfit to adhere to NFPA standards. The department had also requested \$14,000 to replace outdated Thermal Imaging Cameras for Engine 3 and Engine 4. These cameras are a tool to keep our firefighters safe in hazardous situations. As in past years, the department was awarded a **Massachusetts Department of Fire Services Safety and Equipment Grant** to fund this purchase so the request was withdrawn.

As an update to the capital plan, the Tower Truck replacement has been on the plan for many years at this point. Currently it is on the plan for replacement in FY25 but that may need to be moved up to FY24 based upon needed costly repairs and deterioration of the vehicle itself. Over the last 5-6 years a significant amount of funds have been put into the vehicle including a minor refurbishment to repair deterioration of the body and aerial device, rebuilding of the fire pump twice and the upcoming replacement of the turntable and hydraulic lines along with more body work due to deterioration.

CAPITAL REQUESTS

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Transport Ventilator	\$20,000	\$20,000
Thermal Imaging Camera (2)	\$14,000	\$0
Squad Car	\$75,000	\$75,000

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
120,505	127,419	133,836	135,174	65,774	5110	Chief	137,877	137,877
94,429	96,318	99,208	100,200	48,756	5111	Assistant Chief	102,204	102,204
68,227	71,865	75,979	83,474	39,480	5112	Clerical	99,555	87,442
1,102,000	1,113,267	1,175,229	1,159,614	632,076	5113	Firefighters Full Time	1,550,971	1,550,971
			285,071	0	5113	6 SAFER Postions	0	0
1,229			0	0	5117	Deputy Chiefs	0	0
91,150	54,636	64,331	100,000	33,564	5118	Call Firefighters	100,000	100,000
255,070	184,761	228,102	130,000	107,648	5132	Overtime	130,000	130,000
6,850	5,338	5,200	5,500	2,600	5133	Weekend Coverage	5,500	5,500
1,500	750	0	2,500	0	5144	Education Coord Stipend	3,250	3,250
2,750	3,000	3,000	3,000	1,500	5140	EMS Coord Stipend	3,250	3,250
	105,724	88,610	5,000	12,636	5141	IOD	5,000	5,000
713	2,310	2,916	500	588	5147	Shift Lead Pay	500	500
64,514	69,713	74,418	88,230	44,681	5148	Holiday Pay	89,250	89,250
			14,078	0	5148	Holiday Pay SAFER	0	0
5,200	6,563	6,888	5,550	1,250	5160	Education Stipends	9,750	9,750
			1,203	0	5160	Education Stipends SAFER	0	0
	17,719	17,023	13,959	15,000	5142	Residency Stipends	15,000	15,000
12,188			3,250	0	5142	Residency Stipends SAFER	0	0
9,000	15,250	10,300	18,000	0	5143	Physical Fitness Stipends	24,000	24,000
			6,000	0	5143	Physical Fitness Stipends SAFER	0	0
1,835,325	1,874,633	1,985,040	2,160,303	1,005,553		*Total Salary & Wages*	2,276,107	2,263,994
19	25	25	25	25		# Personnel F/T	26	25
1	1	1	1	1		# Personnel P/T	0	1
26	21	21	20	20		# Personnel On-Call	17	17
1	3	3	1	1		# Personnel Recruits	1	1

TOWN OF HOLDEN

FY 2023 BUDGET

Actual FY 2019	Actual FY 2020	Actual FY 2021	Manager FY 2022	December YTD	Object Description	Request FY 2023	Manager FY 2023
4,064	4,259	5,172	4,000	676	5212 Utilities	4,000	4,000
0	0	0	0	0	5212 N Utilities - Adams Road	28,000	10,000
1,367	1,383	922	1,500	1,146	5231 Water/Sewer	1,500	1,500
15,770	19,992	18,164	23,000	10,763	5244 Fire/EMS Equipment Maint	23,000	23,000
2,031	2,081	1,973	2,100	844	5249 Radio/Alarm Lines	2,100	2,100
3,290	3,666	3,645	4,000	1,452	5340 Cell Phone/Pagers	4,000	4,000
23,629	22,410	18,207	25,500	7,642	5410 Petro Products	25,500	25,500
2,890	4,408	4,507	4,500	1,622	5421 Office Supplies	4,500	4,500
10,462	6,090	5,116	6,500	3,569	5430 Building Maintenance	6,500	6,500
34,975	37,685	36,790	37,000	29,411	5480 Vehicle Maintenance	42,000	42,000
0	0	0	1,000	0	5490 Emergency Food	1,000	1,000
3,585	1,576	3,129	2,500	1,611	5500 Physicals/PAT	2,500	2,500
8,538	8,721	4,747	9,000	3,889	5510 Fire Train/Education/Programs	9,000	9,000
7,290	6,491	6,144	7,250	1,225	5511 EMS Training/Certification	7,250	7,250
1,513	0	0	0	0	5512 Call Firefighter Retention	0	0
13,209	15,771	14,246	16,500	5,220	5581 Uniform Allowance/Cleaning	16,500	16,500
13,304	14,662	11,902	14,500	1,727	5583 Uniforms/Protective Equip	14,500	14,500
14,550	14,306	14,710	15,000	2,807	5582 Equipment/Hose	15,000	15,000
39,967	38,856	39,840	40,000	19,268	5584 Medical Supplies/Equip	40,000	40,000
327	0	90	400	0	5711 Mileage Reimbursement	400	400
27,070	26,802	27,588	30,500	23,869	5783 Licenses and Fees	30,500	30,500
41,105	35,951	35,446	41,000	17,804	5784 EMS Billing Contractor	41,000	41,000
5,000	4,993	1,156	5,000	381	5870 Radio/Pager Purchase	5,000	5,000
0	0	0	12,000		5870 PPE	12,000	12,000
273,936	270,103	253,494	302,750	134,926	*Total Expenses*	335,750	317,750
2,109,261	2,144,736	2,238,534	2,463,053	1,140,479	*Total Budget*	2,611,857	2,581,744

TOWN OF HOLDEN

FY 2023 BUDGET

DEPARTMENT Emergency Management	FUNCTION Emergency Preparedness	FUNCTION CODE 01-291
DEPARTMENT HEAD Russ Hall	PREPARED BY Russ Hall	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
68,883	70,259	72,362	80,680	36,026	5111	EM Coordinator	82,303	82,303
4,750	5,000	5,077	5,000	2,423	5120	Stipend	5,250	5,250
					5148 N	Holiday Pay	4,336	4,336
73,633	75,259	77,439	85,680	38,449		*Total Salary & Wages*	91,889	91,889
1	1	1	1			# Personnel F/T	1	1
0	0	0	0			# Personnel P/T	0	0
772	763	498	1,000	167	5430	Cell Phone	1,000	1,000
1,598	752	703	3,000	525	5510	Training	3,000	3,000
5,957	6,220	5,625	6,000	1,540	5582	Emergency Supplies	6,000	6,000
8,327	7,735	6,826	10,000	2,232		*Total Expense*	10,000	10,000
81,960	82,994	84,265	95,680	40,681		*Total Budget*	101,889	101,889

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.

No Capital requests for PSB

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
65,408	67,845	74,719	65,000	32,133	5212	PSB Utilities	67,000	67,000
7,601	9,619	7,087	7,000	1,111	5214	PSB Fuel/Heating	8,000	8,000
7,019	6,519	11,435	10,000	1,942	5231	PSB Water Sewer	10,000	10,000
48,614	51,683	25,797	53,000	7,088	5242	PSB Mechanical & Maint	53,000	43,000
1,711	18,531	26,728	30,000	2,027	5244	PSB Maint. Contracts	30,000	30,000
32,254	27,163	33,346	40,000	11,916	5430	PSB Cleaning	40,000	40,000
1,091	2,207	2,968	2,500	1,998	5450	PSB Cleaning Supplies	2,500	2,500
163,698	183,567	182,080	207,500	58,215		*Total Expenses*	210,500	200,500
163,698	183,567	182,080	207,500	58,215		*Total Budget*	210,500	200,500

TOWN OF HOLDEN

FY 2023 BUDGET

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Request FY 2023	Manager FY 2023
PUBLIC WORKS							
Administration	206,782	201,598	207,216	211,186	100,795	216,099	216,099
Engineering	274,337	346,450	247,017	381,901	83,022	393,706	393,706
Highway Division	1,353,426	1,304,759	1,390,672	1,532,236	550,425	1,558,227	1,558,227
Mechanics Division	215,439	218,552	220,238	224,112	124,737	218,100	218,100
Buildings/Grounds	814,562	892,784	802,689	905,475	361,271	950,439	938,439
Garage Division	44,812	41,756	58,394	84,900	13,703	112,900	112,900
TOTAL	2,909,358	3,005,899	2,926,226	3,339,810	1,233,953	3,449,471	3,437,471

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 FY2023.

The total requested budget increase for the Administration Division is 2.3-percent. The following line items are proposed for changes that are significant:

1. Petro Products-The cost of gasoline is expected to remain at a high level.
2. Vehicle Maintenance-Truck #8 will be over two (2) years old, and will begin to require more frequent regular maintenance.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
194,921	188,109	196,156	200,636	97,206	Salary & Wages	204,649	204,649
11,861	13,489	11,060	10,550	3,589	Operating Expense	11,450	11,450
206,782	201,598	207,216	211,186	100,795	*Total Budget*	216,099	216,099
0	0	0	75,000	37,500	Indirects Included:		
0	0	0	75,000	37,500	Water Sewer Enterprise	75,000	75,000
					Indirects	75,000	75,000

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

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
128,344	129,938	133,836	135,174	65,774	5110	DPW Director	137,877	137,877
66,577	58,171	62,320	65,462	31,432	5112	Clerical	66,772	66,772
194,921	188,109	196,156	200,636	97,206		*Total Salary & Wages*	204,649	204,649
2	2	2	2	2		# Personnel F/T	2	2
0	0	0	0	0		# Personnel P/T	0	0
0	0	0	0	207	5244	Radio Maintenance	0	0
615	519	456	600	0	5340	Pagers/Cell Phone	600	600
790	529	583	300	0	5343	Postage	500	500
601	818	538	700	100	5410	Petro Products	900	900
2,212	3,353	2,597	3,000	1,143	5421	Office Supplies	3,000	3,000
3,520	3,889	3,788	3,000	331	5422	Printing	3,000	3,000
1,904	288	40	300	42	5480	Vehicle Maintenance	500	500
0	127	162	100	0	5584	Safety Wear	150	150
1,766	1,918	1,967	2,000	1,650	5731	Association Dues	2,250	2,250
49	59	0	50	116	5732	Books & Periodicals	50	50
404	1,989	929	500	0	5733	Expense of Meetings	500	500
11,861	13,489	11,060	10,550	3,589		*Total Expenses*	11,450	11,450
206,782	201,598	207,216	211,186	100,795		*Total Budget*	216,099	216,099

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 Sterling Road, Quinapoxet Street, and Bullard Street.
2. Landfill Swale Repairs for \$150,000. An approximately 400-foot long section of a drainage swale on the landfill cap must be repaired

The total requested budget increase for the Engineering Division is 3.1-percent. The following line items are proposed for changes that are greater than ten (10) percent:

1. Post Closure Monitoring-Increased to reflect enhanced monitoring required by the Massachusetts Department of Environmental Protection and engineering assistance for repairs to the Landfill Cap.
2. Petro Products-The cost of gasoline is expected to remain at a high level.
3. Vehicle Maintenance-Truck #32 is older and requiring greater maintenance. Also, Truck #49 is two years old and beginning to require additional preventative maintenance.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Culvert/Bridge Rehabilitation	\$70,000	\$70,000
Landfill Swale Repairs	\$150,000	\$150,000

TOWN OF HOLDEN

FY 2023 BUDGET

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

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
150,424	155,521	147,782	159,351	59,798	5111	Engineers	160,996	160,996
7,347	5,559	1,480	11,840	2,932	5119	Engineer Intern	12,160	12,160
157,771	161,080	149,262	171,191	62,730		*Total Salary & Wages*	173,156	173,156

2	2	2	2	2		# Personnel F/T	2	2
1	1	1	1	1		# Personnel P/T Intern	1	1

69,919	106,751	63,769	100,000	1,357	5299	Post Closure Monitoring	110,000	110,000
7,102	15,525	456	21,000	0	5303	Consulting Services	21,000	21,000
2,105	1,161	1,173	2,000	1,533	5306	Design Software	2,000	2,000
15,831	14,950	14,200	18,000	8,700	5311	GIS	18,000	18,000
1,987	1,596	1,686	1,600	612	5340	Pagers/Cell Phones	1,800	1,800
570	518	779	500	340	5343	Postage	500	500
682	389	1,022	960	143	5410	Petro Products	1,250	1,250
2,687	1,456	1,352	1,200	1,203	5480	Vehicle Maintenance	1,500	1,500
1,248	2,842	1,594	3,000	404	5582	Equip/Supplies	3,000	3,000
253	244	328	250	0	5584	Safety Wear	300	300
0	0	0	100	0	5710	Car Allowance/Mileage	100	100
500	379	50	500	0	5731	Association Dues	500	500
13,224	38,080	10,593	61,000	6,000	5732	Storm Water NPDES Permit	60,000	60,000
458	1,479	753	600	0	5733	Expense of Meetings	600	600
116,566	185,370	97,755	210,710	20,292		*Total Expenses*	220,550	220,550
274,337	346,450	247,017	381,901	83,022		*Total Budget*	393,706	393,706

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 FY2023 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. Electronic Message Board for \$11,500. This will replace a 2008 ASTI solar powered electronic trailer mounted message board. The \$11,500 represents half of the cost for the trailer, with the other portion being shared with the Water & Sewer Division.
4. Air Compressor Trailer for \$25,000. This will replace a 1995 Ingersoll Rand air compressor that is used to power jack hammers and other tools and equipment used in roadway maintenance.
5. Brine Maker for \$150,000. The purchase of a brine maker will allow the Division to make a salt/water mixture that will be applied to roads in advance of winter storm events. This will better serve the community by having safer roads throughout winter storm events.

The total requested budget increase for the Highway Division is 1.7-percent. The following line items are proposed for changes that are greater than ten (10) percent:

1. Police Details-Increased to reflect current usage of police details, as well as the higher hourly wage rate now being paid to detail officers.
2. Petro Products-The cost of gasoline is expected to remain at a high level.
3. Diesel Fuel-The cost of diesel is expected to remain at a high level.
4. Vehicle Maintenance-Increased due to price increases in parts and supplies, as well as the aging of the vehicle fleet.
5. Stock-Increased to price increases being observed in parts and supplies.
6. Catch Basin Cleaning-Decreased due to the observed bid numbers from the past two years.
7. Roadway Maintenance-More frequent preventative maintenance and/or repairs to potholes, sidewalks, guardrails which are not associated with larger roadway projects, as well as price increases observed for parts and supplies.
8. Licenses-Due to new Commercial Driver's License rules, increased this line item to account for additional driver training that will be required.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Local Roads/Sidewalks	\$325,000	\$325,000
Chapter 90	\$615,739	\$615,739
Electronic Message Board 50%	\$11,500	\$11,500
Air Compressor	\$25,000	\$25,000
Enclosed Trailer	\$10,000	0
Brine Maker	\$150,000	\$150,000

TOWN OF HOLDEN

FY 2023 BUDGET

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
82,312	86,697	92,887	97,571	46,880	5111	Supervisor	102,204	102,204
353,492	397,204	425,343	438,735	199,534	5116	Labor	431,313	431,313
3,044	4,320	0	8,880	0	5118	Seasonal Labor	9,360	9,360
9,110	8,597	4,218	10,000	4,496	5132	Overtime	10,000	10,000
24,739	14,220	19,688	15,000	25,292	5140	Police Details	25,000	25,000
488	890	580	700	311	5142	Out of Class	700	700
5,400	2,700	3,600	5,400	0	5143	Incentive Pay/Bonus	5,400	5,400
478,585	514,628	546,316	576,286	276,513		*Total Salary & Wages*	583,977	583,977

9	9	9	9	9		# Personnel F/T	9	9
0	0	0	0	0		# Personnel P/T	0	0
1	1	1	1	1		# Personnel Seasonal	1	1

64,766	64,766	64,766	68,000	32,383	5211	Light Power/Street Lights	70,000	70,000
18,000	27,800	12,000	6,000	0	5271	Leased Equipment	6,000	6,000
3,545	3,954	3,524	4,000	1,484	5340	Pagers/Cell Phones	4,000	4,000
7,079	8,100	7,320	6,500	2,155	5410	Petro Products	8,250	8,250
20,082	23,505	21,946	20,000	6,729	5411	Diesel Fuel	24,000	24,000
79,351	62,181	94,167	75,000	53,979	5480	Vehicle Maintenance	85,000	85,000
5,554	6,181	7,877	7,000	6,632	5531	Stock	9,000	9,000
4,441	4,998	8,040	4,500	2,097	5532	Tools	4,500	4,500
		0	90,000	49,177	5536	Catch Basin Cleaning	75,000	75,000
25,598	43,111	34,106	30,000	16,450	5537	Miscellaneous Drainage	30,000	30,000
27,951	45,281	33,294	28,000	25,238	5538	Roadway Maintenance	35,000	35,000
13,366	11,431	15,970	15,000	68	5541	Street Sweeper	17,000	17,000

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 FY2023.

The total requested budget decrease for the Mechanics Division is 2.86-percent. The following line items are proposed for changes that are greater than ten (10) percent:

1. Petro Products-The cost of gasoline is expected to remain at a high level.
2. Diesel Fuel-The cost of diesel is expected to remain at a high level.
3. Vehicle Maintenance-Increased due to price increases in parts and supplies, as well as the aging of the vehicle fleet.
4. Mechanic Tools-Decreased to reflect actual, observed purchase values from past fiscal years.
5. Licenses-Increased to reflect training for new licensure and certifications for employees to obtain.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
194,306	200,497	202,873	205,812	117,284	Salary & Wages	198,600	195,401
21,133	18,055	17,365	18,300	7,453	Operating Expense	19,500	19,500
215,439	218,552	220,238	224,112	124,737	*Total Budget*	218,100	214,901
14,000	17,000	17,000	17,000	8,500	Indirects Included:		
35,000	33,400	33,400	33,400	16,700	HMLD Charge	17,340	17,340
49,000	50,400	50,400	50,400	25,200	Water Sewer Enterprise	34,068	34,068
					Indirects	51,408	51,408

Actual FY 2019	Budget FY 2020	Budget FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
191,173	198,428	201,638	202,412	117,072	5116	Equipment Mechanics	196,150	196,150
1,192	145	201	500	148	5132	Overtime	500	500
141	124	134	200	64	5142	Working Out of Class	150	150
1,800	1,800	900	2,700	0	5143	Incentive Plan	1,800	1,800
194,306	200,497	202,873	205,812	117,284		*Total Salary & Wages*	198,600	198,600
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
1,697	1,404	1,350	1,500	484	5340	Pagers/Cell Phones	1,500	1,500
1,350	1,075	969	1,200	335	5410	Petro Products	1,500	1,500
2,388	1,505	726	1,100	969	5411	Diesel	1,200	1,200
6,562	3,376	5,155	3,000	830	5480	Vehicle Maintenance	4,000	4,000
6,135	6,106	5,402	8,000	2,812	5532	Mechanic Tools	6,500	6,500
1,737	2,491	1,928	1,800	1,928	5581	Uniforms	2,000	2,000
983	1,723	1,380	1,300	0	5584	Safety Wear	1,300	1,300
281	375	455	400	95	5783	Licenses	1,500	1,500
21,133	18,055	17,365	18,300	7,453		*Total Expenses*	19,500	19,500
215,439	218,552	220,238	224,112	124,737		*Total Budget*	218,100	218,100

Buildings & Grounds

The Buildings & Grounds Division is responsible to provide safe and usable recreational and one hundred and forty (140) acres of open area assets for our residents. Our Town-owned assets include twelve (12) buildings, seven (7) parks, eight (8) sports fields, four (4) indoor facilities, two (2) pools, one (1) beach, three (3) playground areas, three (3) outdoor courts, and over ten (10) miles of nature trails. This Division also provides field maintenance, litter control/management and snow and ice removal/maintenance 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 FY2023 are as follows:

1. Town Wide Hazard Tree Removal for \$100,000. The Holden Municipal Light Department provides the forestry services to the Town. However, there are a number of large, dead or diseased hazard trees located throughout the Town's right-of-ways, and it is simply not possible for the forestry crew to get to all of these trees before they fall. The proposal is to perform a one-time contract for high hazard tree removals in various locations.
2. Truck #56 for \$150,000. This will replace an existing Ford F550 truck with a plow, wing plow, and dump body. The existing Truck #56 is a 2012 model year and will be over 10 years old at time of replacement.
3. Truck #61, Road Side Mower for \$165,000. This will replace a 2008 Challenger tractor with boom flail mower which is used to mow vegetation along the Town's roads.
4. Stand-On Leaf Blower for \$10,000. This will be a new piece of equipment added to help accelerate the speed of spring and fall leaf pickups.
5. Fork Lift for \$40,000. The new DPW Facility has mezzanine storage space that will require a fork lift to bring materials up and down from.
6. Cemetery Lawn Mowers (2) for \$25,000. This will replace two, 2012 36-inch wide eX-Mark commercial lawn mowers used exclusively in the cemeteries.

TOWN OF HOLDEN**FY 2023 BUDGET**

The total requested budget increase for the Buildings & Grounds Division is 3.6-percent. The following line items are proposed for changes that are greater than ten (10) percent:

1. Incentive Plan-Additional operators and laborers will be eligible for incentive plan payments based upon years of service to the Town.
2. Utilities-Increased due to price changes implemented for power and heating utilities.
3. Water/Sewer-Decreased to reflect better actual costs.
4. Equipment Repair-Increased due to price increases in parts and supplies, as well as the aging of the equipment fleet.
5. Petro Products-The cost of gasoline is expected to remain at a high level.
6. Diesel Fuel-The cost of diesel is expected to remain at a high level.
7. Building Cleaning Contract-Increased to reflect increases required in current cleaning contract.
8. Vehicle Maintenance-Increased due to price increases in parts and supplies, as well as the aging of the vehicle fleet.
9. Engineering Study-Senior Center HVAC-This work has been completed and this line item is no longer necessary.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Rebuild Grove Cemetery Entrance Walls	\$400,000	0
Town Hazard Tree Removal	\$100,000	\$100,000
F550 Truck w/Dump/Plow/Wing #56	\$150,000	\$150,000
Roadside Mower #61	\$165,000	\$165,000
Stand On Leaf Blower	\$10,000	\$10,000
Fork Lift	\$40,000	\$40,000
Cemetery Lawn Mower (2)	\$25,000	\$25,000

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2022
441,642	443,026	437,644	486,325	232,210	Salary & Wages	494,889	494,889
372,920	449,758	365,045	419,150	129,061	Operating Expense	455,550	443,550
814,562	892,784	802,689	905,475	361,271	*Total Budget*	950,439	938,439
28,000	28,000	28,840	28,840	14,420	Indirects Included:		
28,000	28,000	28,840	28,840	14,420	4271 Recreation charges	30,278	30,278
					Indirects	30,278	30,278

TOWN OF HOLDEN

FY 2023 BUDGET

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2022	Manager FY 2022
381,943	383,799	386,002	410,485	197,954	5116 Labor	417,809	417,809
15,008	13,177	7,792	26,640	15,794	5118 Seasonal Labor	28,080	28,080
5,000	5,039	5,019	5,000	2,442	5119 PT Temp Facility Manager	5,000	5,000
36,785	37,491	35,320	40,000	15,890	5132 Overtime	38,000	38,000
206	320	711	500	130	5142 Out of Class	500	500
2,700	3,200	2,800	3,700	0	5143 Incentive Plan	5,500	5,500
441,642	443,026	437,644	486,325	232,210	*Total Salary & Wages*	494,889	494,889
8	8	8	8	8	# Personnel F/T	8	8
0	0	0	0	0	# Personnel P/T Temporary	0	0
3	3	3	3	3	# Seasonal	3	3
23,375	26,310	31,494	27,000	14,351	5212 Utilities	32,000	32,000
27,205	23,880	27,360	27,500	4,262	5214 Fuel	30,000	30,000
13,081	9,509	8,045	15,000	2,897	5231 Water/Sewer	10,000	10,000
6,233	1,475	4,253	3,500	3,821	5242 Equipment Repair	4,000	4,000
7,056	6,759	7,056	8,000	2,940	5247 Elevator Maintenance	10,000	8,000
7,119	8,441	5,448	9,000	425	5249 Alarm Monitor	10,000	9,000
3,105	2,873	3,235	3,000	1,248	5340 Pagers/Cell Phone	3,500	3,500
38,195	39,590	38,583	36,000	15,888	5341 Telephone	40,000	40,000
7,383	7,392	6,716	7,000	2,308	5410 Petro Products	9,000	9,000
9,502	14,582	11,619	14,600	3,455	5411 Diesel Fuel	17,500	17,500
365	0	49	700	0	5421 Office Supplies	700	700
38,131	103,464	39,189	45,000	7,479	5430 Building Maintenance	45,000	45,000
65,562	76,185	56,765	76,500	8,716	5440 Building Cleaning Contract	99,000	90,000
14,173	15,832	11,192	15,000	3,318	5450 Building Supplies	15,000	15,000
57,082	42,420	67,082	71,000	32,700	5460 Parks Maintenance	72,000	72,000
8,956	28,114	10,584	12,000	2,109	5462 Grave Maintenance	12,000	12,000
37,544	29,143	22,394	25,000	18,329	5480 Vehicle Maintenance	30,000	30,000
1,257	2,694	1,736	2,500	813	5532 Tools	2,500	2,500
3,333	3,148	3,434	3,500	1,469	5581 Uniforms	4,000	4,000
3,002	5,961	4,966	4,500	2,242	5584 Safety Wear	4,500	4,500
0	0	0	350	0	5731 Association Dues	350	350
		0	10,000	0	5734 Engineering Study-Senior HVAC	0	0
1,261	1,986	3,845	2,500	291	5783 Licenses	4,500	4,500
372,920	449,758	365,045	419,150	129,061	*Total Expenses*	455,550	443,550
814,562	892,784	802,689	905,475	361,271	*Total Budget*	950,439	938,439

DPW Garage

The FY2023 budget anticipates that the new DPW Facility on Industrial Drive will be occupied by the Department beginning in August of 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 33-percent. The following line items are proposed for changes that are greater than ten (10) percent:

The following line items are proposed for changes that are greater than ten (10) percent:

1. Utilities-This line item refers to utilities at the Adams Road garage, which will be mothballed by early fall.
2. Utilities 18 Industrial-This line item reflects that the new DPW facility will be occupied in middle summer. A portion of this costs will be shared with the Water & Sewer Enterprise Fund.
3. Fuel/Natural Gas- This line item refers to usage at the Adams Road garage, which will be mothballed by early fall.
4. Fuel/Natural Gas 18 Industrial-This line item reflects that the new DPW facility will be occupied in middle summer. A portion of this costs will be shared with the Water & Sewer Enterprise Fund.
5. Water & Sewer- This line item refers to utilities at the Adams Road garage, which will be mothballed by early fall.
6. Water & Sewer 18 Industrial-This line item reflects that the new DPW facility will be occupied in middle summer. A portion of this costs will be shared with the Water & Sewer Enterprise Fund.
7. Site Monitoring 18 Industrial-This line item is increased to reflect the expected monitoring costs of the release areas on the site, and the permit fees to be paid to the State.
8. Building Maintenance-Decreased to the mothballing of the Adams Road facility.

TOWN OF HOLDEN

FY 2023 BUDGET

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2023	Manager FY 2023
0	0	0	0	0	Clerical	0	0
0	0	0	0	0	*Total Salary & Wages*	0	0

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2023	Manager FY 2023
14,419	11,672	13,730	12,000	4,125	5212 Utilities	3,000	3,000
0	0		14,000	0	5213 Utilities 18 Industrial	56,000	56,000
13,440	13,195	13,830	13,500	2,819	5214 Fuel / Natural Gas	1,000	1,000
0	0		1,000	0	5215 Fuel/NG 18 Industrial	6,000	6,000
3,363	2,144	788	2,500	899	5231 Water & Sewer	300	300
0	0		2,400	0	5232 Water Sewer 18 Industrial	9,600	9,600
0	0	9,736	21,500	0	5299 Site Monitoring 18 Industrial	24,000	24,000
848	702	1,684	3,000	1,065	5342 Radio Lines	3,000	3,000
12,742	14,043	18,626	15,000	4,795	5430 Building Maintenance	10,000	10,000
44,812	41,756	58,394	84,900	13,703	*Total Expenses*	112,900	112,900
44,812	41,756	58,394	84,900	13,703	*Total Budget*	112,900	112,900

TOWN OF HOLDEN

FY 2023 BUDGET

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Request FY 2023	Manager FY 2023
OTHER FUNDS							
Water/Sewer Enterprise Fund	7,712,678	7,888,332	7,810,670	8,437,577	3,527,662	9,676,241	9,676,241
Solid Waste Enterprise Fund	1,241,365	1,288,726	1,310,916	1,410,273	615,946	1,532,601	1,532,601
Inspection Revolving Fund	227,955	195,112	226,155	276,783	123,674	247,259	247,259
Cable Revolving Fund	237,169	231,531	322,965	357,948	117,558	382,255	387,230
Recreation Revolving Fund	760,117	764,641	698,301	819,065	452,123	1,049,061	1,049,061
TOTAL	10,179,284	10,368,342	10,369,007	11,301,646	4,836,963	12,887,417	12,892,392
	Balance FY 2019	Balance FY 2020	Balance FY 2021	Balance FY 2022	December YTD	Balance FY 2023	Balance FY 2023
General Stabilization Fund	4,048,042	4,458,311	4,786,559	5,004,587	5,004,587	5,154,587	5,154,587
Water/Sewer Stabilization Fund	190,211	194,807	200,066	202,910	202,910	202,910	202,910
Fire Vehicle Stabilization Fund	403,701	517,608	313,300	417,753	417,753	517,753	517,753
Open Space Stabilization	209,612	266,753	169,839	222,253	222,253	272,253	272,253
Dispatch Infrastructure Stabilization	40,806	66,789	68,592	68,567	68,567	69,567	69,567
DPW Depreciation Fund	395,915	560,686	680,402	765,072	765,072	840,072	840,072
Other Post Employment Benefits TF	3,618,252	4,349,496	6,090,084	6,887,779	6,887,779	7,558,889	7,558,889
TOTAL	8,906,539	10,414,450	12,308,842	13,568,921	13,568,921	14,616,031	14,616,031

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 2023 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

TOWN OF HOLDEN

FY 2023 BUDGET

annual payments to DCR for the use of the RHTRS, the City of Worcester for the use of their sewer collection system, and the UBWPAD for the final treatment of the Town's wastewater. The sum of these payments constitutes the majority of the Town's fixed-expense line items in the sewer budget. In FY2021, approximately 465 million gallons of sewage was transported to the UBCW from Holden.

Customer Service

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

Billing

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

Summary

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

The capital purchases planned for the Water & Sewer Division for FY2023 are as follows:

1. Water Main Replacement and/or Lining for \$2,000,000 (Borrowing). This is the annual amount of money needed to continue to perform upgrades to the Town's water system. Planned work for FY2023 includes the continued replacement of water main in the "Western States" neighborhood, a section of Shrewsbury Street.
2. Inflow/Infiltration Removal for \$120,000 (Borrowing). Year 5 of a 20-year plan to mitigate unwanted groundwater and rainwater entering the sanitary sewer system.
3. Sewer Pump Stations for \$700,000 (Borrowing). Money to continue to perform regular upgrades and replacements of the pumps, controls, and piping within a variety of sanitary sewer pumping stations.
4. Water Meter Replacement for \$100,000. A final amount of money to assist in the installation of new water meters to every customer in Town.
5. Spring Street Water Treatment Plant for \$100,000. This will fund an engineering investigation and preliminary permitting and design work to install a water treatment system for iron and manganese at the Spring Street well.

TOWN OF HOLDEN

FY 2023 BUDGET

6. Chapin and Avery Storage Tank Mixing Systems for \$250,000. This will install mixers in each of these two water storage tanks that will continuously circulate drinking water in order to preserve drinking water quality.
7. Pipe Saw for \$15,000 to purchase a new saw that will be used to cut cast iron and ductile iron water mains for repair purposes.
8. Electronic Message Board for \$11,500. This will replace a 2008 ASTI solar powered electronic trailer mounted message board. The \$11,500 represents half of the cost for the trailer, with the other portion being shared with the Water & Sewer Division.
9. Truck #2 for \$45,000. This will replace an existing 2012 Ford F350 pickup truck with plow used daily in Water & Sewer Operations. The truck will be more than 10 years old at the time of its replacement.
10. Truck #3 for \$48,000. This will replace an existing 2012 Ford F350 pickup truck with plow used daily in Water & Sewer Operations. The truck will be more than 10 years old at the time of its replacement. A different configuration of the tool boxes and body accounts for the difference in cost between this truck and Truck #'s 2 and 50.
11. Truck #50 for \$45,000. This will replace an existing 2012 Ford F350 pickup truck with plow used daily in Water & Sewer Operations. The truck will be more than 10 years old at the time of its replacement.

The following line items are proposed for changes that are greater than ten (10) percent:

1. Police Detail- Increased to reflect current usage of police details, as well as the higher hourly wage rate now being paid to detail officers.
2. Incentive Plan- Decreased due to a decrease in number of personnel expected to be eligible for contractually obligated performance related payments.
3. Wage Adjustment- Increased as contract negotiations continue and may not be completed prior to the start of the fiscal year.
4. Light and Power- Increased due to the transition to the new DPW Facility, and will paying for a share of the costs.
5. Fuel- Increased due to the transition to the new DPW Facility, and will paying for a share of the costs.
6. Water Tank Inspection- Eliminated due to the completion of this one-time project.
7. Legal Services- Decreased due to the expectation that a jury trial will be concluded in the fiscal year.
8. Consulting Services- Decreased due to the expectation that a jury trial will be concluded in the fiscal year.
9. DCR Disposal- Increased due to a correction at the Rutland-Holden DCR meter station that results in an increased percentage of sewer flows being attributed to Holden, as well as an expected rate increase from the City of Worcester.
10. MWRA Maintenance- Decreased to reflect recent cost trends.
11. West Boylston Woodland PS IMA- Costs to operate the pump station in West Boylston are increasing for a variety of reasons, and this reflects the additional cost to be passed on to Holden.
12. Petro Products- The cost of gasoline is expected to remain at a high level.
13. Diesel Fuel- The cost of diesel is expected to remain at a high level.
14. Capital Outlay- Increased "cash" expenditures for planned capital improvements.

TOWN OF HOLDEN**FY 2023 BUDGET**

EXPENDITURE	SOURCE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Water Main Replacement and/or Lining	Borrowing	\$2,350,000	\$2,350,000
Inflow/Infiltration Removal	Borrowing	\$120,000	\$120,000
Sewer Pump Stations	Borrowing	\$700,000	\$700,000
Water Meter Replacement	Borrowing	\$100,000	\$100,000
Spring Street Water Treatment Plant	Borrowing	\$100,000	\$100,000
Chapin and Avery Storage Tank Mixing Systems	Borrowing	\$250,000	\$250,000
Pipe Saw		\$15,000	\$15,000
Electronic Message Board 50%		\$11,500	\$11,500
Truck #2, F350 w/plow		\$45,000	\$45,000
Truck #3, F350 w/plow		\$48,000	\$48,000
Truck #50, F350 w/plow		\$45,000	\$45,000

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

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION Description	Request FY 2023	Manager FY 2023
609,595	665,370	687,380	719,172	337,604	Salary & Wages	730,115	730,115
6,901,220	7,009,556	7,043,290	7,618,405	3,190,058	Operating Expenses	8,461,626	8,461,626
201,863	213,406	80,000	100,000	0	Capital Outlay	484,500	484,500
7,712,678	7,888,332	7,810,670	8,437,577	3,527,662	Total Budget	9,676,241	9,676,241

						FINANCING PLAN		
6,199,831	6,588,714	7,072,029	6,850,200	3,415,086	4210	Water Rates	7,075,200	7,075,200
0	0	0	112,500	0		Water Rate Increase	765,000	765,000
0	0	0	112,500	0		Sewer Rate Increase	765,000	765,000
12,359	14,678	39,152	20,000	34,075	4220	Water Miscellaneous	25,000	25,000
108,370	72,640	38,700	100,000	17,950	4221	Water Connections	50,000	50,000
152,446	158,766	164,215	166,000	120,385	4222	Tower Rental	133,000	133,000
0	0	0	46,000	0	4223	Sprinkler Charges	46,000	46,000
43,058	30,189	5,032	25,000	0	4280	Interest	5,000	5,000
2,000	4,578	13,826	2,500	0	4320	Liens	2,500	2,500
58,920	49,850	51,226	60,000	46,150	4321	Sewer Insp/Entrance Fees	60,000	60,000
297,640	268,373	271,513	250,000	35,687	4751	Sewer Project Assessment	250,000	250,000
0	0	1,252	0	0	4940	W/S Sale of Town Assests	0	0
133,795	143,904	53,390	0	0		Prior Year Unspent Encumbrances	0	0
1,388,935	1,145,000	1,180,000	695,000	695,000		Free Cash Appropriated from previous y	500,000	500,000
-1,145,000	-1,180,000	-695,000	-500,000	-500,000	3590	Free Cash Appropriated for next year	0	0
7,252,354	7,296,692	8,195,335	7,939,700	3,864,333		TOTAL REVENUE	9,676,700	9,676,700
7,712,678	7,888,332	7,810,670	8,437,577	3,527,662		TOTAL EXPEND.	9,676,241	9,676,241
1,842,367	1,382,043	790,403	1,175,068	1,175,068		PRIOR YEAR BALANCE	677,191	677,191
1,382,043	790,403	1,175,068	677,191	1,511,739		BALANCE	677,649	677,649
FY23 Projected Surplus							459	459

TOWN OF HOLDEN

FY 2023 BUDGET

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
87,697	92,353	98,945	100,201	51,005	5110	Superintendent	96,938	96,938
36,237	42,178	39,306	42,048	20,330	5112	Clerical	44,013	44,013
389,394	431,257	450,720	463,123	214,048	5116	Labor	459,464	459,464
47,834	43,983	41,744	48,000	22,080	5131	Standby	48,000	48,000
40,968	50,981	43,758	45,000	27,626	5132	Overtime	45,000	45,000
4,619	1,440	8,280	8,000	1,992	5140	Police Detail	10,000	10,000
146	479	127	600	523	5142	Work/Out of Class	400	400
2,700	2,700	4,500	7,200	0	5143	Incentive Plan	6,300	6,300
0	0	0	5,000	0	5150	Wage Adjustment	20,000	20,000
609,595	665,370	687,380	719,172	337,604		*Total Salary & Wages*	730,115	730,115
10	10	10	10	10		# Personnel F/T	10	10
0	0	0	0	0		# Personnel P/T	0	0
8,343	9,329	9,419	10,800	4,598	5173	Medicare	10,800	10,800
339	314	339	350	185	5174	Life Insurance	350	350
77,322	84,816	117,116	125,000	61,419	5175	Health Insurance	133,600	133,600
106,496	114,786	123,720	138,900	138,887	5177	Retirement	157,837	157,837
171,869	155,771	155,752	180,000	61,516	5211	Light and Power	180,000	180,000
5,028	4,904	3,610	5,000	1,879	5214	Fuel	2,500	2,500
0	0	0	20,000	0	5245	Water Tank Inspection	0	0
54,650	29,961	25,291	55,000	5,425	5246	Pump Station Water Maintenance	55,000	55,000
46,508	25,915	44,581	45,000	5,390	5247	Pump Station-Sewer Maintenance	45,000	45,000
3,873	6,084	6,574	7,000	1,042	5248	Generator Maintenance	7,000	7,000
98	1,200	1,776	6,000	0	5249	Sewer Incremental O&M	6,000	6,000
25,745	45,191	26,971	35,000	17,388	5251	Water Incremental O&M	35,000	35,000
11,384	12,152	10,259	12,000	693	5291	Hydrant Replacement	12,000	12,000
440,030	470,609	518	300,000	6,887	5300	Legal Services	200,000	200,000
121,518	73,640	79,933	100,000	10,225	5303	Consulting Services	75,000	75,000
0	0	0	1,000	95	5304	Physicals	1,000	1,000
3,945	4,018	4,437	4,800	0	5316	SDWA Assessment	5,000	5,000
2,083,693	1,932,302	1,927,706	2,000,000	0	5317	DCR Disposal	2,500,000	2,500,000
848,278	966,184	1,097,713	1,122,790	842,093	5318	UBWPAB-Assessment	1,179,988	1,179,988
75,752	51,182	62,000	100,000	0	5319	MWRA-Maintenance	80,000	80,000
22,831	20,000	20,800	20,000	0	5320	West Boylston Woodland PS IMA	23,000	23,000
5,732	5,802	6,214	6,000	2,305	5340	Pager/Cell Phone	6,000	6,000

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2023	Manager FY 2023
25,320	23,852	29,030	34,000	30,659	5342 Radio Lines	34,000	34,000
621,521	858,586	1,141,117	800,000	412,842	5381 Worcester Water	870,000	870,000
14,536	10,423	10,717	12,500	1,949	5410 Petro Products	16,250	16,250
5,555	7,584	7,938	7,500	2,449	5411 Diesel Fuel	8,730	8,730
2,247	2,841	4,289	4,000	1,245	5421 Office Supplies	4,000	4,000
9,463	5,291	6,933	10,000	795	5440 Property Maintenance	10,000	10,000
24,739	20,424	25,478	25,000	10,592	5480 Vehicle Maintenance	25,000	25,000
21,474	22,147	19,352	23,000	8,150	5531 Stock	23,000	23,000
6,495	4,367	6,643	7,000	1,001	5532 Tools	7,000	7,000
61,548	69,851	68,790	70,000	36,656	5535 Chemicals	75,000	75,000
8,706	16,989	7,810	15,000	11,787	5538 Misc Patch	15,000	15,000
25,554	33,004	51,082	15,000	26,708	5539 New Meters/Repairs	15,000	15,000
44,903	44,903	44,903	45,000	3,742	5580 Billing Expenses	45,000	45,000
2,794	3,061	3,598	2,500	1,432	5581 Uniforms	4,000	4,000
3,939	3,680	4,086	4,000	484	5584 Safety Wear	4,000	4,000
24,215	24,826	29,505	31,865	31,772	5741 Insurances	33,000	33,000
10,819	7,380	12,740	15,000	6,684	5783 Licenses and Training	15,000	15,000
1,712,623	1,708,787	1,717,150	1,900,000	1,362,384	5910 Debt	2,238,523	2,238,523
0	0	0	75,000	37,500	5961 Indirect Manager DPW Staff	75,000	75,000
8,500	8,500	8,500	8,500	4,250	5961 Indirect Manager	8,670	8,670
14,500	14,500	14,500	14,500	7,250	5961 Indirect Collections	14,790	14,790
10,000	10,000	10,000	10,000	5,000	5961 Indirect Accounting	10,200	10,200
33,400	33,400	33,400	33,400	16,700	5961 Indirect Mechanics	34,068	34,068
16,000	16,000	16,000	16,000	8,000	5961 Indirect IT	16,320	16,320
33,935	0	0	0	0	5963 Transfer to Capital	0	0
201,863	213,406	80,000	100,000	0	5810 Capital Outlay	484,500	484,500
0	0	0	100,000	0	5781 Emergency Reserve (O&M Reserve)	100,000	100,000
45,000	45,000	45,000	45,000	0	5966 A Transfer to W/S OPEB	45,000	45,000
7,103,083	7,222,962	7,123,290	7,718,405	3,190,058	*Total Expenses*	8,946,126	8,946,126
7,712,678	7,888,332	7,810,670	8,437,577	3,527,662	*Total Budget*	9,676,241	9,676,241

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 five year contract with Casella expires at the end of FY 2022. The Town is currently negotiating a three year extension. FY 2023s costs for recycling and solid waste collection will increase 3% to \$ 70,114.37 per month 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. Recently, the recycling market dramatically changed, resulting in a national decrease in the aggregate resale value, the market fluctuates base on quantity of materials and after market trends. Last year, over the last five years Holden residents recycled approximately 2,000 tons at a fixed cost of \$30 per ton for disposal. With the expiration of the contract After Market Rate for the processing of recycling which has equaled approximately \$48 a ton for FY 21, fluctuating from a cost of \$77.37 in July of 2020 to a profit of \$3.50 in July, 2021 .

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 for Northeast Urban Wage Earners. FY21 resulted in an increase from \$69.82 to \$71.07, based on pricing index trends an increase of approximately \$1.00 per ton is expected for FY 23, resulting in an anticipated cost around \$72.00 per ton. The Town of Holden delivered approximately 5,016 tons of residential trash to Wheelabrator in FY21.

RESIDENTIAL TRASH AND RECYCLING PROGRAM

There are two service options available to residents, we are proposing a fee increase for Plan A (65gal. trash/95 gal. recycling) from a cost of \$19.75 to \$22.00 a month an increase for Plan B (35gal. trash/35 gal. recycling) at a cost of \$14.50 a month to a 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 might have additional trash beyond that which can be placed inside the cart with the lid closed may purchase overflow trash bags for \$8.00 for a sleeve of 5, 35 gallon bags. The current 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 the 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.
- There is a modest increase anticipated for the disposal per ton at the Wheelabrator trash facility.
- There is a budget item for recycling disposal which will fluctuate with an average cost over the last 12 months at \$48.
- User fees must increase to account for the increased recycling disposal costs. The increase will sustain the budget over the next three year extension of the contract.

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

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Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2022	Manager FY 2023
43,760	47,776	45,276	53,139	5,429	Salary & Wages	52,829	52,829
1,197,605	1,240,950	1,265,640	1,357,134	610,517	Operating Expense	1,479,772	1,479,772
1,241,365	1,288,726	1,310,916	1,410,273	615,946	Total Budget	1,532,601	1,532,601

FINANCING PLAN								
1,284,345	1,376,226	1,392,138	1,365,000	671,605	4210	User Fees	1,365,000	1,365,000
0	0		0	0		Fee Increase	155,700	155,700
26,774	31,072	42,928	28,000	21,472	4220	Misc/Trash Bags	32,000	32,000
286	0		0	0	4240	Large Item Sticker Fee	0	0
2,225	1,963	570	2,000	72	4280	Interest	500	500
527	738	2,922	500	0	4320	Liens	500	500
43,105	880	791	0	0	4975	Other revenue	0	0
1,357,262	1,410,879	1,439,349	1,395,500	693,149		TOTAL REVENUE	1,553,700	1,553,700
36,000	0	25,000	25,000	25,000		FREE CASH CURRENT YEAR	0	25,000
1,241,365	1,288,726	1,310,916	1,410,273	615,946		TOTAL EXPENDITURES	1,532,601	1,532,601
151,897	122,153	153,433	10,227	102,203		CURRENT YEAR BUDGET SURPLUS	21,099	46,099
0	0	0	0	0		PY UNSPENT ENCUMBRANCES	0	0
0	-25,000	-25,000	0	0		FREE CASH USE - NEXT YEAR	0	0
350,604	502,501	599,654	728,087	728,087		PRIOR YEAR BALANCE	738,314	738,314
502,501	599,654	728,087	738,314	830,290		BALANCE	759,413	784,413

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
19,027	19,263	19,841	20,039	0	5110	Dir of Planning and Development	20,441	20,441
8,409	13,592	13,969	14,100	0	5112	Clerical	14,388	14,388
16,324	14,921	11,466	19,000	5,429	5119	Compost Operation	18,000	18,000
43,760	47,776	45,276	53,139	5,429		*Total Salary & Wages*	52,829	52,829
2	2	2	3	2		# Personnel F/T (shared)		3
0	0	0	0	0		# Personnel P/T (shared)		0
389	434	404	500	197	5173	Medicare	766	766
13	13	13	15	7	5174	Life Insurance	20	20
6,764	8,742	9,179	11,000	4,980	5175	Health Insurance	12,000	12,000
5,475	6,200	7,000	8,000	8,000	5177	Retirement	8,613	8,613
377,387	392,232	412,345	450,000	178,261	5250	Disposal Fees	380,000	380,000
27,817	31,781	12,350	36,000	4,438	5251	Toters/Overflow Bags	42,000	42,000
500,860	508,185	523,430	816,869	408,434	5252	Solid Waste Collection	841,375	841,375
247,445	261,792	269,646	0	0	5253	Recycling	150,000	150,000
1,390	880	885	1,600	0	5299	Recycling Program	1,600	1,600
0	0	0	500	0	5343	Postage	500	500
0	32	0	1,000	0	5421	Office Supplies	1,000	1,000
17,665	18,259	17,988	18,500	0	5580	Billing Expense	18,500	18,500
0	0	0	250	0	5711	Mileage Reimbursement	250	250
0	0	0	500	0	5741	Insurance/Bad Debt	500	500
				0	N	Fuel Surcharge	10,000	10,000
9,200	9,200	9,200	9,200	4,600	5961	Indirect Collections	9,384	9,384
3,200	3,200	3,200	3,200	1,600	5961	Indirect Accounting	3,264	3,264
1,197,605	1,240,950	1,265,640	1,357,134	610,517		*Total Expenses*	1,479,772	1,479,772
1,241,365	1,288,726	1,310,916	1,410,273	615,946		*Total Budget*	1,532,601	1,532,601

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, and administrative staff shared with Planning and Development. The Inspections Division permitted about \$41.96 million in FY21 and raised approximately \$ 266,000 in fees. The Inspection Division raised fees in FY20 after more than a decade without an increase.

BUDGET HIGHLIGHT

During a calendar year the Commissioner conducts approximately 1,000 inspections, this does not include annual Certificate of Occupancy, or the investigation of code violations.

TOWN OF HOLDEN

FY 2023 BUDGET

The Inspections account is proposing to utilize funds generated from permit fees in a revolving account to maintain an automobile purchased in FY 22.

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

There has been minimal changes to the budget for FY 23.

Inspection Revolving Fund

Page

DEPARTMENT Inspection Revolving Fund	FUNCTION Inspection Services	FUNCTION CODE 27 Fund
DEPARTMENT HEAD Pamela A. Harding	PREPARED BY Pamela A. Harding	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
145,726	124,556	149,945	153,748	70,563	Salary & Wages	155,458	155,458
82,229	70,556	76,210	123,035	53,111	Operating Expense	91,801	91,801
227,955	195,112	226,155	276,783	123,674	Total Budget	247,259	247,259

FINANCING PLAN								
32,725	32,750	49,370	38,000	20,290	4420	Wire Fees	38,000	38,000
54,955	53,851	76,363	62,000	30,240	4421	Plumbing/Gas Fees	62,000	62,000
126,915	110,884	138,965	130,000	63,338	4422	Building Fees	130,000	130,000
214,595	197,485	264,698	230,000	113,868		TOTAL REVENUE	230,000	230,000
227,955	195,112	226,155	276,783	123,674		TOTAL EXPEND.	247,259	247,259
-13,360	2,373	38,543	-46,783	-9,806		Current Year Surplus/(Deficit)	-17,259	-17,259
232,665	219,305	221,678	260,221	260,221		Previous Balance	213,438	213,438
219,305	221,678	260,221	213,438	250,415		BALANCE	196,179	196,179

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
54,340	50,782	52,306	52,829	42,843	5111	Building Commissioner	53,886	53,886
39,691	31,774	32,599	32,919	0	5112	Clerical	33,572	33,572
24,500	22,200	32,440	31,000	15,120	5113	Wire Inspector	32,000	32,000
22,470	19,520	29,240	32,000	11,440	5115	Gas/Plumbing Inspector	31,000	31,000
4,725	280	3,360	5,000	1,160	5119	Building Inspector	5,000	5,000
145,726	124,556	149,945	153,748	70,563		*Total Salary & Wages*	155,458	155,458
3	3	3	3	3		# Personnel F/T (shared)	3	3
5	5	5	5	5		# Personnel P/T (by Inspection)	5	5
2,088	2,101	2,460	3,000	1,119	5173	Medicare	3,000	3,000
81	81	81	85	41	5174	Life Insurance	85	85
24,509	22,139	23,246	26,000	12,611	5175	Health Insurance	26,000	26,000
26,280	19,000	23,000	25,800	24,000	5177	Retirement	25,838	25,838
9,000	9,000	9,000	9,000	4,500	5217	IT Indirect - GIS	9,180	9,180
1,200	1,200	1,200	1,200	600	5216	Accounting Indirect	1,224	1,224
1,200	1,200	1,200	1,200	600	5219	Treasurer/Collector Indirect	1,224	1,224
0	0	340	500	0	5301	Advertising	500	500
0	0	0	2,500	0	5303	Consulting Services	2,500	2,500
0	0	0	3,000	0	5307	Peer Review	3,000	3,000
7,000	8,000	8,000	8,000	8,000	5311	Software License/Support	8,000	8,000
3,936	2,314	1,920	4,200	720	5340	Cell Phones	4,200	4,200
0	0	0	400	0	5343	Postage	400	400
0	515	1,610	1,350	0	5421	Office Supplies	1,400	1,400
900	350	345	750	660	5509	Train/Educ/Programs	750	750
79	668	444	800	0	5510	Technical Ref Books	800	800
0	0	0	100	0	5582	Non Capital Equipment	100	100
0	0	0	0	0	N	Vehicle Maintenance	800	800
0	0	0	0	0	N	Petroleum Costs	850	850
0	0	0	30,000	0	N	Capital Cost new Vehicle	0	0
5,400	3,743	3,079	3,200	0	5711	Mileage Reimbursement	0	0
510	245	230	500	260	5731	Association Dues	500	500
46	0	55	150	0	5732	Publications	150	150
0	0	0	500	0	5733	Expense of Meetings	500	500
0	0	0	800	0	5794	Hardware Purchase	800	800
82,229	70,556	76,210	123,035	53,111		*Total Expenses*	91,801	91,801
227,955	195,112	226,155	276,783	123,674		*Total Budget*	247,259	247,259

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.

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

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
94,577	96,322	98,985	106,815	48,591	Salary & Wages	103,814	103,814
142,592	135,209	223,980	251,133	68,967	Operating Expense	278,441	283,416
237,169	231,531	322,965	357,948	117,558	Total Budget	382,255	387,230

FINANCING PLAN

300,088	288,789	281,982	280,000	0	Charter Access Grant	280,000	280,000
592,262	655,181	712,872	672,889	672,889	Previous Balance	594,941	594,941
0	433	1,000	0	0	PY Encumbrances Closed	0	0
892,350	944,403	995,854	952,889	672,889	Total Revenue	874,941	874,941
237,169	231,531	322,965	357,948	117,558	Less Expenditures	382,255	387,230
655,181	712,872	672,889	594,941	555,331	Ending Balance	492,686	487,711

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
75,118	76,052	78,334	79,117	38,498	5110	Public Access Coord.	80,700	80,700
19,459	20,270	20,651	22,698	10,093	5119	Public Access Ass't PT	21,314	21,314
0	0	0	5,000	0	5118	Seasonal/Temp	1,800	1,800
94,577	96,322	98,985	106,815	48,591		*Total Salary & Wages*	103,814	103,814
1	1	1	1	1		# Personnel F/T	1	1
2	2	2	2	2		# Personnel P/T	2	2
1	1	1	1	1		# Personnel Seasonal	1	1
471	473	567	613	607	5171	Workers Comp Ins.	662	5,636
1,300	1,349	1,300	1,500	776	5173	Medicare	1,505	1,505
38	38	38	38	19	5174	Life Insurance	38	38
15,916	17,030	17,881	20,000	9,701	5175	Health Insurance	21,000	21,000
15,330	17,000	18,600	20,950	20,950	5177	Regional Retirement	22,554	22,554
10,063	8,059	9,320	13,000	6,527	5212	Utilities	25,000	25,000
1,300	1,300	1,300	1,300	650	5216	Accounting Reimb	1,326	1,326
1,300	1,300	1,300	1,300	650	5219	Treas/Coll Reimb	1,326	1,326
1,743	853	243	2,000	0	5242	Equipment Maint	2,000	2,000
7,196	11,206	12,002	14,000	3,787	5243	Network Support	25,000	25,000
30,420	30,780	31,290	31,600	18,571	5270	Studio Rental	33,000	33,000
3,482	3,624	4,448	4,000	948	5271	Studio Rental Expenses	4,000	4,000
47	76	72	150	0	5343	Postage	150	150
657	990	406	1,000	43	5421	Office Supplies	1,000	1,000
285	285	0	300	0	5422	Printing	300	300
527	928	1,147	2,000	542	5423	Office Equipment	2,000	2,000
3,933	3,960	3,970	4,000	1,332	5430	Studio Cleaning	4,000	4,000
	0	0	400	0	5711	Mileage	400	400
400	575	0	1,000	0	5731	Membership	1,000	1,000
	0	22	1,000	0	5733	Expense of Meetings	1,000	1,000
740	769	909	982	981	5741	Property/Liability Ins.	1,180	1,180
	29,818	35,563	80,000	2,883	5830	Small Equipment Purchase	80,000	80,000
47,444	4,796	83,602	50,000	0	5840	Capital Purchases	50,000	50,000
142,592	135,209	223,980	251,133	68,967		*Total Expense*	278,441	283,416
237,169	231,531	322,965	357,948	117,558		*Total Budget*	382,255	387,230

RECREATION DEPARTMENT

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

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 offer working parents a safe and fun place for their 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.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Court Maintenance	\$15,000	\$15,000
Pool Re-Caulking	\$10,000	\$10,000
Pool Consultant	\$20,000	\$20,000

DEPARTMENT Recreation	FUNCTION Recreation	FUNCTION CODE 28-550
DEPARTMENT HEAD Nichole Hallett	PREPARED BY Nichole Hallett	

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
446,749	393,669	275,369	486,428	277,729	Salary & Wages	613,591	613,591
313,368	370,972	422,932	332,637	174,394	Operating Expense	435,470	435,470
760,117	764,641	698,301	819,065	452,123	Total Budget	1,049,061	1,049,061

					FINANCING PLAN		
502,224	284,356	241,923	514,913	74,254	Pool Program Fee/Passes	305,821	305,821
				0	Recreation Program Fees	20,000	20,000
14,854	1,487	12,150	20,000	11,620	Field Rentals	35,000	35,000
356,139	310,812	288	334,931	339,835	Snack Bar	10,345	12,000
873,217	596,655	254,361	869,844	425,709	Before/After School Fees	663,236	663,236
760,117	764,641	698,301	819,065	452,123	Total Revenue	1,034,402	1,036,057
113,100	-167,986	-443,940	50,779	-26,414	Less Expenditures	1,049,061	1,049,061
877,007	990,107	822,121	378,181	378,181		-14,658	-13,003
990,107	822,121	378,181	428,960	351,767	Previous Balance	428,960	428,960
					Balance	414,302	415,957

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
101,542	103,671	105,670	100,200	44,733	5110	Recreation Director	87,273	87,273
41,474	36,507	33,902	47,027	23,127	5111	Recreation Leader:	47,959	47,959
0	0	0	0	0		Cost to Promo to Assist Dir	9,044	9,044
37,519	31,932	21,106	33,379	15,607	5112	Clerical:	37,247	37,247
28,840	28,840	28,840	28,840	14,420	5116	Labor (DPW Indirect)	30,278	30,278
151,613	128,881	0	156,908	86,059	5125	B/A School Staff	223,485	223,485
0	0	0	0	0	5125 N	Training B/A School Staff	5,130	5,130
85,761	63,838	85,851	92,814	64,222	5125	Seasonal Staff (Pool)	173,175	173,175
0	0	0	27,260	29,561	5110	Retirement Payout	0	0
446,749	393,669	275,369	486,428	277,729		*Total Salary & Wages*	613,591	613,591
3	3	3	3	3		# Personnel F/T	3	3
0	0	0	0	0		# Personnel P/T	0	0
45	45	45	45	45		# Personnel Seasonal	45	45
2,823	2,845	3,400	3,570	3,645	5171	Workers Comp Ins	3,973	3,973
5,833	5,630	3,305	5,500	4,001	5173	Medicare	8,897	8,897
113	113	97	76	38	5174	Life Insurance	115	115
42,089	45,035	38,234	34,000	18,125	5175	Health Insurance	49,000	49,000
40,187	45,000	47,200	50,200	50,200	5177	Regional Retirement	54,045	54,045
24,806	22,104	17,670	20,351	10,831	5212	Utilities	33,000	33,000
3,310	3,310	1,350	3,310	1,655	5216	Accounting Reimb	3,377	3,377
14,225	14,225	5,975	14,225	7,113	5219	Treas/Coll Reimb	14,510	14,510
29,938	56,305	48,783	35,245	34,069	5231	Water/Sewer	42,000	42,000
615	519	528	650	12	5340	Cell Phone	0	0
0	0	0	0	0	5343	Postage	50	50
586	701	513	700	160	5410	Petro	500	500
183	88	949	1,700	2,912	5421	Office Supplies	3,000	3,000
1,567	1,377	0	500	0	5422	Printing	1,000	1,000
23,462	19,212	1,384	24,926	0	N	Independent Contractors	20,000	20,000
0	0	0	0	0	N	Training/Education FT staff	1,000	1,000
0	0	0	0	0	N	Vehicle Maintenance	3,000	3,000
0	0	0	0	0	N	Technology	5,000	5,000

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
0	0	0	0	0	N	On-Boarding	18,982	18,982
17,795	15,993	14,080	25,000	7,441	5430	Holden Pool Maint	25,000	25,000
7,560	9,195	7,140	15,894	2,827	5450	Studio Cleaning	10,000	10,000
0	0	0	50,000	0	5460	Field Mainenance	35,000	35,000
6,276	4,711	4,166	7,000	3,566	5510	Snack Bar Expense	7,000	7,000
338	302	0	500	462	5511	Committee Expense	600	600
19,465	16,547	7,812	17,900	5,409	5580	On Line Billing Expense	23,650	23,650
630	702	217	750	0	5581	Uniforms	1,000	1,000
3,591	5,404	3,420	3,500	5,297	5582	Program Supplies	4,000	4,000
10,270	7,292	0	10,500	10,744	5583	B/A School Program Supplies	13,650	13,650
0	0	23	100	0	5711	Mileage Reimbursement	500	500
239	250	0	250	0	5731	Dues	250	250
4,441	4,611	5,451	5,000	5,887	5741	Property/Liability Ins	7,081	7,081
0	0	12,500	0		5734	Open Space/Rec Plan	0	0
1,290	0	0	1,290	0	5783	B/A School Licenses	1,290	1,290
51,736	89,501	198,735	0	0	5830	Capital Outlay	45,000	45,000
313,368	370,972	422,932	332,637	174,394		*Total Expenses*	435,470	435,470
760,117	764,641	698,301	819,065	452,123		*Total Budget*	1,049,061	1,049,061

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.

Financing	FY 19	FY 20	FY 21	FY 22	FY 23
	Approved	Approved	Approved	Approved	Requested
Opening Balance	3,377,731	4,048,042	4,458,311	4,786,559	5,004,587
TRF from Free Cash	500,000	300,000	200,000	150,000	150,000
Interst Earnings	65,009	99,130	93,482	32,122	
Fair Market Value Adj	105,302	11,139	34,766	35,906	
Appropriation Into Fund					
Total Additions to Fund	670,311	410,269	328,248	218,028	150,000
Expenditures					
18 Industrial Drive Redevelopment					
TOTALS	-	-	-	-	-
Net Fund Balance	4,048,042	4,458,311	4,786,559	5,004,587	5,154,587

The Water/Sewer Stabilization fund was created in May 2009 under MGL Chapter 40, 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 19	FY 20	FY 21	FY 22	FY 23
	Approved	Approved	Approved	Approved	Requested
Opening Balance	181,971	190,211	194,807	200,066	202,910
MBTE Settlement					
Interest Earning	3,085	4,357	3,970	1,343	
Fair Market Value Adjustment	5,155	239	1,289	1,501	
Appropriation					
Free Cash					
Sub Total	190,211	194,807	200,066	202,910	202,910
Expenditures					
Total Expenditures	-	-	-	-	-
Net Fund Balance	190,211	194,807	200,066	202,910	202,910

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>	FY19	FY20	FY21	FY22	FY23
	Approved	Approved	Approved	Approved	Requested
Opening Balance	261,531	403,701	517,608	313,300	417,753
Transfer from Free Cash	100,000	100,000	100,000	100,000	100,000
Transfer from Overlay Surplus					
Appropriation					
Interest Earnings	6,386	11,383	7,788	2,103	
Fair Market Value Adj	9,830	2,524	(2,096)	2,350	
Unspent Warrant Articles Returned	25,954				
Appropriation					
Sub Total	403,701	517,608	623,300	417,753	517,753
<i>Expenditures</i>					
<i>Fire Vehicle/Equipment</i>					
Ambulance #3 Replacement			310,000		
TOTALS	-	-	310,000	-	-
Net Fund Balance	403,701	517,608	313,300	417,753	517,753

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 19 Approved	FY 20 Approved	FY 21 Approved	FY 22 Approved	FY 23 Requested
Opening Balance	101,543	209,612	266,753	169,839	222,253
TRF from Free Cash	100,000	50,000	50,000	50,000	50,000
Interest Earnings	3,271	5,869	4,120	1,140	
Fair Market Value Adj	4,798	1,272	-868	1,274	
Appropriation Into Fund(Holbrook purchase)			99,834		
Total Additions to Fund	108,069	57,141	153,086	52,414	50,000
Expenditures					
Purchase Open Space Salisbury Street			250,000		
TOTALS	0	0	250,000	0	0
Net Fund Balance	209,612	266,753	169,839	222,253	272,253

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 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 19	FY 20	FY 21	FY 22	FY 23
	Approved	Approved	Approved	Approved	Requested
Opening Balance	21,220	40,806	66,789	68,592	69,567
TRF from Free Cash	18,000	24,000	0	0	0
Interest Earnings	639	1,448	1,361	461	
Fair Market Value Adj	947	535	442	514	
Appropriation Into Fund					
Total Additions to Fund	19,586	25,983	1,803	975	0
Expenditures					
TOTALS	0	0	0	0	0
Net Fund Balance	40,806	66,789	68,592	69,567	69,567

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	FY19	FY20	FY21	FY22	FY23
	Approved	Approved	Approved	Approved	Requested
Opening Balance	279,774	395,915	560,686	680,402	765,072
Transfer from W/S Stabilization Fund (3/5 pmts)					
Transfer from Free Cash	100,000	100,000	100,000	75,000	75,000
Previous Interest Earnings					
Appropriation					
Interest Earnings	6,293	11,205	12,371	4,566	
Fair Market Value Adjustment	9,848	2,514	7,345	5,104	
Unspent Balance Returned		51,052			
Sub Total	395,915	560,686	680,402	765,072	840,072
Expenditures					
TOTALS	-	-	-	-	-
Net Fund Balance	395,915	560,686	680,402	765,072	840,072

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. In addition, both the Holden Municipal Light Plant and the Water and Sewer Enterprise contribute to the fund annually and beginning in 2018, new employees 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, 2021 for the Town and Water/Sewer department and as of December 31, 2020 for the Light Department, is provided here:

	Town Employees/Retiree	Water/Sewer Employees/Retiree	Light Dept Employees/Retiree	Total
<i>Total OPEB Liability</i>	12,081,013	634,843	2,031,407	14,747,263
<i>Fiduciary Net Position (amount funded)</i>	3,458,350	430,858	2,039,662	5,928,870
<i>Net OPEB Liability</i>	8,622,663	203,985	(8,255)	8,818,393
<i>Percent Funded</i>	28.6%	67.9%	100.4%	40.2%

Financing	FY 19 Approved	FY 20 Approved	FY 21 Approved	FY 22 Approved	FY 23 Requested
Opening Balance	2,881,266	3,618,252	4,349,496	6,090,084	6,780,779
Transfer from Light Department	102,000	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	404,693	458,449	449,011	478,967	519,110
Employee W/H Contributions		2,842	12,528	15,039	
Contributions from SAFER Reimbursement	6,543	16,036	13,077	3,992	
Interest Earnings	138,273	106,516	254,683	368,872	
Fair Market Value Adj	40,477	(2,404)	858,602	(221,175)	
Total Additions to Fund	736,986	731,244	1,740,588	690,695	564,110
Net Fund Balance	3,618,252	4,349,496	6,090,084	6,780,779	7,344,889

TOWN OF HOLDEN**FY 2023 BUDGET**

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Request FY 2023	Manager FY 2023
HUMAN SERVICES							
Veterans Benefits	71,388	74,007	52,008	86,160	19,582	86,568	86,568
Senior Citizens	266,871	264,941	250,577	298,590	126,548	308,580	308,580
TOTAL	338,259	338,948	302,585	384,750	146,130	395,148	395,148

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.

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2022	Manager FY 2022
17,426	17,468	15,450	20,560	7,248	5120	Veterans Agent	20,968	20,968
17,426	17,468	15,450	20,560	7,248		*Total Salary & Wages*	20,968	20,968
0	0	0	0	0		# Personnel F/T	0	0
1	1	1	1	1		# Personnel P/T	1	1
53,726	56,454	36,228	65,000	12,299	5770	Aid & Assistance	65,000	65,000
158	85	330	500	35	5792	Veterans' Programs	500	500
78	0	0	100	0	5343	Postage	100	100
53,962	56,539	36,558	65,600	12,334		*Total Expense*	65,600	65,600
71,388	74,007	52,008	86,160	19,582		*Total Budget*	86,568	86,568

SENIOR CITIZENS

1. **LEADERSHIP** – It is the Director of Senior Services' responsibility to develop and direct programs at the Holden Senior Center that benefit senior citizens, including advocacy for the elderly, and maintaining existing services. The Director works closely with the Council on Aging and other agencies, prepares the monthly senior newsletter, and attends meetings to promote the Council's policies and initiatives. In addition, the Director supervises the Senior Center staff and directs the activities and efforts of many volunteers. The number of volunteer hours is approximately 15,231/year. At the EOE's suggested rate of \$17.06/hour this represents about \$259,841.00 in personnel cost savings to the Senior Center.
2. **PROGRAM COORDINATION** – The Director and Program Coordinator oversee the Senior Center's many programs, and the development of new offerings to meet changing senior needs. The part time Program Coordinator has been very effective in providing seniors with a higher level of programming and services.
3. **PUBLIC INQUIRY/ASSISTANCE** – The staff of the Senior Center responds to inquiries and provides information to the general public about senior services. Information is also disseminated by mailing of the monthly Newsletter, speakers and workshops. For example, free legal and tax preparation clinics are offered yearly.
4. **OUTREACH/ACTIVITIES** – The Outreach Program identifies frail, isolated, home-bound elderly to promote their overall health and well-being. We offer telephone reassurance, home delivered meals, transportation, support services and partner with the Gale Free Library and Wachusett Food Pantry to offer programs to homebound elders and many other outreach programs designed to assist town seniors and improve the quality of their life. Proper referrals are made to appropriate agencies. We have strengthened our outreach services by leveraging the annual EOE's grant.
5. **TRANSPORTATION** – The Center provides van transportation services to many seniors who are unable to drive due to economic or health reasons. Currently, the HCOA is running two vans, one that is owned by the WRTA and one owned by the Town of Holden. The second town-owned van has enabled the HCOA to meet much of the unmet need in our transportation service. In FY 15, one hour of van service per day was added at no cost to the Town. Transportation is also offered to any handicapped resident regardless of age under the ADA. (These trips represent less than half of the total rides.) Trips are for medical appointments, grocery shopping, employment, personal care as well as attendance at nutrition, health, cultural, educational and recreation functions at the Senior Center. Transportation costs are offset by an annual grant from the WRTA and the EOE's Formula Grant.

6. **NUTRITION** – Maintaining proper nutrition is essential to the elderly. The Center contracts with the Elder Services of Worcester Area, Inc. and is a meal site. The Center also coordinates a monthly “home cooked” meal which has been very successful in attracting an increase in attendance. The Center provides daily Home Delivered Meals to homebound seniors (Meals on Wheels), and the senior luncheon at the Senior Center, Monday-Friday.
7. **CAPITAL SPENDING** - The Council on Aging's Capital Budget request for FY23 are to replace 6 exterior and interior heating/air conditioning units including the interior coils. We estimate the cost to be around \$70,000. We placed this as our capital expenditure because their life expectancy is between 15 and 20 years and we have exceeded that. Although they have been appropriately maintained, they are presently over 20 years old and have shown the beginning signs of working inappropriately/failure.

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDATION
Interior and Exterior Cameras for Building	\$22,000	\$0

TOWN OF HOLDEN

FY 2023 BUDGET

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

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
40,513	41,650	42,734	43,154	20,998	5112	Clerical	44,013	44,013
75,118	76,052	78,334	79,117	38,498	5113	Director of Senior Services	80,700	80,700
36,376	39,287	40,594	45,208	20,088	5114	Outreach Workers	45,453	45,453
17,765	16,469	14,016	18,924	9,158	5116	Program Coordinator	19,301	19,301
0	0	0	2,000	0	5118	Custodian	2,000	2,000
70,627	66,438	53,327	79,537	29,700	5119	Transportation	86,463	86,463
240,399	239,896	229,005	267,940	118,442		*Total Salary & Wages*	277,930	277,930

4	4	4	4	4		# Personnel F/T	4	4
7	7	7	7	6		# Personnel P/T	6	6

990	1,403	1,810	1,800	0	5242	Maint of Equipment	1,800	1,800
585	604	588	600	245	5340	Cell Phone	600	600
410	472	440	450	0	5343	Postage	450	450
7,784	5,566	2,617	8,800	1,509	5410	Petro Products	8,800	8,800
1,300	1,165	898	1,300	366	5421	Office Supplies	1,300	1,300
	1,073	0	0	0	5430	Building Maintenance	0	0
536	6,679	781	2,000	0	5480	Bus Maintenance	2,000	2,000
6,679	570	6,679	6,800	0	5490	Nutrition Program	6,800	6,800
688	7,513	236	1,400	0	5711	Outreach Mileage	1,400	1,400
7,500		7,523	7,500	5,986	5792	Programs	7,500	7,500
26,472	25,045	21,572	30,650	8,106		*Total Expenses*	30,650	30,650
266,871	264,941	250,577	298,590	126,548		*Total Budget*	308,580	308,580

TOWN OF HOLDEN

FY 2023 BUDGET

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	ASSESSMENT EDUCATION	Request FY 2023	Manager FY 2023
18,233,370	19,225,254	20,061,939	20,535,856	10,030,970	Wachusett Regional School District	21,404,782	21,404,782
6,787,692	7,306,064	8,142,798	9,143,678	4,071,399	Voluntary Contribution	11,143,678	11,143,678
2,004,018	2,204,518	2,219,546	2,214,426	1,107,213	WRSD Transportation	2,214,426	2,214,426
1,022,241	1,050,540	1,043,084	1,038,732	521,542	New High School Debt (Const)	1,038,732	1,038,732
39,726	39,434	38,374	36,710	19,187	Debt (Oil Remediation)	36,710	36,710
28,087,047	29,825,810	31,505,741	32,969,402	15,750,311	*Total WRSD*	35,838,328	35,838,328
					Vocational Education Tuition		
833,376	893,959	904,915	962,972	471,275	Montachusett Vocational	1,020,750	1,020,750
0	0	14,190	30,000	11,210	Out of District Vocational Transportation	30,000	30,000
0	0	28,834	29,400	12,050	Out of District Vocational Tuition	29,400	29,400
833,376	893,959	947,939	1,022,372	494,535	*Total Vocational Tuition*	1,080,150	1,080,150
28,920,423	30,719,769	32,453,680	33,991,774	16,244,846	*Total Expenses*	36,918,478	36,918,478
28,920,423	30,719,769	32,453,680	33,991,774	16,244,846	*Total Budget*	36,918,478	36,918,478

TOWN OF HOLDEN**FY 2023 BUDGET**

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	Request FY 2023	Manager FY 2023
CULTURE							
Gale Free Library	872,556	794,020	886,533	930,560	459,382	971,398	970,398
Historical Commission	2,324	1,996	2,101	3,500	496	3,500	3,500
TOTAL	874,880	796,016	888,634	934,060	459,878	974,898	973,898

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.

GALE FREE LIBRARY**SUPPORT FOR FORMAL EDUCATION**

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

CAPITAL REQUESTS

EXPENDITURE	DEPARTMENT REQUEST	TOWN MANAGER RECOMMENDED
Wooden Windows Feasibility Study	\$20,000	\$20,000

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

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD		Object Description	Request FY 2023	Manager FY 2023
95,135	99,131	99,207	100,199	48,756	5110	Library Director	102,204	102,204
140,601	140,414	135,604	139,581	67,415	5111	Librarians Salaried	144,797	144,797
376,106	303,790	395,738	439,190	205,813	5112	Assistant Librarians	468,914	468,914
611,842	543,335	630,549	678,970	321,984		*Total Salary & Wages*	715,915	715,915
7	7	7	7	11		# Personnel F/T	11	11
12	12	12	12	8		# Personnel P/T	8	8

18,116	14,074	14,675	18,500	6,775	5212	Utilities	18,500	18,500
9,526	8,519	9,104	9,000	1,194	5214	Fuel	9,000	9,000
3,006	3,314	3,078	3,700	2,293	5231	Water/Sewer	3,700	3,700
3,515	2,462	1,876	4,700	1,232	5242	Equipment Maintenance	4,700	4,200
34,535	35,706	36,633	35,600	35,470	5243	CW MARS	36,173	36,173
8,453	8,807	5,575	8,000	2,965	5247	Capital Equip. Maint	8,000	8,000
1,775	2,118	1,775	1,500	255	5249	Alarm/Monitor	1,600	1,600
2,292	2,074	2,392	2,295	830	5340	Cell Phone	2,300	2,300
667	688	774	550	169	5343	Postage	500	500
2,670	5,371	2,533	3,500	1,506	5421	Office Supplies	4,000	3,500
4,360	6,209	6,651	5,500	1,542	5423	Material Processing	5,600	5,600
16,902	6,980	13,468	9,000	3,973	5430	Building Maintenance	9,000	9,000
442	0	583	300	0	5731	Association Dues	200	200
134,389	141,359	142,311	139,645	66,473	5732	Books & Materials	142,010	142,010
789	448	70	300	32	5733	Expense of Meetings	200	200
19,277	12,556	14,486	9,500	12,689	5794	Technology Equipment	10,000	10,000
260,714	250,685	255,984	251,590	137,398		*Total Expenses*	255,483	254,483
872,556	794,020	886,533	930,560	459,382		*Total Budget*	971,398	970,398

2023 MAR = \$946,724

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	

NOTES

Actual FY 2019	Actual FY 2020	Actual FY 2021	Budget FY 2022	December YTD	APPROPRIATION SUMMARY	Request FY 2023	Manager FY 2023
2,324	1,996	2,101	3,500	496	Operating Expense	3,500	3,500
2,324	1,996	2,101	3,500	496	*Total Budget*	3,500	3,500

Actual FY 2019	Budget FY 2020	Budget FY 2021	Budget FY 2022	December YTD	Object Description	Request FY 2023	Manager FY 2023
379	401	416	400	148	5212 Utilities	400	400
1,447	1,595	1,685	2,000	348	5214 Fuel	2,000	2,000
0	0	0	100	0	5231 Water/Sewer	100	100
0	0	0	800	0	5249 Alarm Monitor	800	800
498	0	0	200	0	5430 Miscellaneous Repairs	200	200
2,324	1,996	2,101	3,500	496	*Total Expense*	3,500	3,500
2,324	1,996	2,101	3,500	496	*Total Budget*	3,500	3,500

CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

The Holden Capital Plan for FY 2023 – FY 2027 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 2023 Capital Budget are: replacement of Police Department patrol cars, DPW vehicle replacements, purchase of a brine maker for the DPW facility, landfill swale repairs, road work and water line replacement.

The total investment for Capital acquisitions and improvements recommended for FY 2023 totals \$5,979,239. 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 to be funded through the use of available fund balance (free cash) total \$1,484,000. The Water and Sewer fund capital expenditures total \$3,784,500 with \$484,500 to be funded through the appropriation of the Water and Sewer enterprise available fund balance (free cash) and by borrowing \$3,300,000. Future debt service owed on this borrowing will be paid by the water and sewer enterprise fund. A total of \$710,739 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 FY18 – FY22, 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 FY2023-2027

Town Manager
Recommended

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2023	2023	2024	2025	2026	2027	Grand Total
TOWN CLERK	ER	Voting Equipment		\$22,500	\$22,500					\$22,500
TOWN CLERK				\$22,500	\$22,500	\$0	\$0	\$0		\$22,500
TOWN MANAGER-IT	ER	Simplivity Buy Out		\$17,000						\$0
		Microsoft Office 365 Cloud/Extend Lease				\$52,902				\$52,902
TOWN MANAGER - IT				\$17,000	\$0	\$52,902	\$0	\$0	\$0	\$52,902
POLICE	VR	Cruisers (2)		\$125,000	\$125,000	\$130,000	\$135,000	\$140,000	\$145,000	\$675,000
	ER	Replace SUV #7		\$37,000	\$0					\$0
		Protective Vests				\$25,000				\$25,000
		Taser Replacement					\$22,000			\$22,000
		Handgun Replacement						\$18,000		\$18,000
POLICE				\$162,000	\$125,000	\$155,000	\$157,000	\$158,000	\$145,000	\$740,000
FIRE-EMS	ER	Transport Ventilator		\$20,000	\$20,000		\$20,000		\$20,000	\$60,000
		Thermal Imaging Camera (2)		\$14,000	\$0				\$12,000	\$12,000
		Lucas Press (CPR)				\$15,000		\$15,000		\$30,000
		Lifepak 15 Monitor/Defibrillator					\$35,000		\$35,000	\$70,000
		Video Laryngoscopes						\$15,000		\$15,000
		Jaws of Life Tool Replacement E1						\$55,000		\$55,000
	VR	Squad Car		\$75,000	\$75,000					\$75,000
		Ambulance	FIRE STABILIZATION			\$325,000			\$340,000	\$665,000
		Deputy Chief's Vehicle				\$55,000				\$55,000
		Tower Truck Replacement	BORROWING				\$1,250,000			\$1,250,000
FIRE-EMS				\$109,000	\$95,000	\$395,000	\$1,305,000	\$85,000	\$407,000	\$2,287,000
PUBLIC SAFETY BLDG	ER	Uninterrupted Power Supply Battery Replacement					\$40,000			\$40,000
		Uninterrupted Power Supply Unit Replacment						\$7,000		\$7,000
PUBLIC SAFETY BLDG				\$0	\$0	\$0	\$40,000	\$7,000	\$0	\$47,000
DPW-ENGINEERING	II	Culvert/Bridge Rehabilitation		\$70,000	\$70,000	70,000	70,000	70,000		\$280,000
		Landfill Swale Repairs		\$150,000	\$150,000					\$150,000
	VR	Light Duty SUV, Truck #32 (50%)				\$15,000				\$15,000
DPW-ENGINEERING SUB-TOTAL				\$220,000	\$220,000	\$85,000	\$70,000	\$70,000	\$0	\$445,000
DPW-HIGHWAY	II	LOCAL ROADS/ SIDEWALKS		\$325,000	\$325,000	\$325,000	\$325,000			\$975,000
		CHAPTER 90	STATE REIMB	\$615,739	\$615,739	\$615,739	\$615,739			\$1,847,217
	VR	Street Sweeper #33				\$200,000				\$200,000
		F350 Truck w/Plow #62				\$60,000				\$60,000
		F350 Truck w/Fuel Tank #45				\$60,000				\$60,000
		F550 Truck w/Dump and Plow #18				\$130,000				\$130,000
		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					\$180,000			\$180,000
		F550 Truck w/Dump/Sander/Plow/Wing #48					\$150,000			\$150,000
		F550 Truck w/Dump/Sander/Plow/Wing #19					\$150,000			\$150,000
		Catch Basin Cleaner #35				\$275,000				\$275,000
		Rubber Tire Excavator #55	BORROWING					\$305,000		\$305,000
		Backhoe						\$180,000		\$180,000
	ER	Electronic Message Board (50%)		\$11,500	\$11,500					\$11,500
		Air Compressor		\$25,000	\$25,000					\$25,000
		Enclosed Trailer		\$10,000	\$0					\$0
		Brine Maker		\$150,000	\$150,000					\$150,000
		3-5 Ton Roller				\$40,000				\$40,000
		Tag Trailer				\$15,000				\$15,000
DPW-HIGHWAY SUB-TOTAL				\$1,137,239	\$1,127,239	\$1,720,739	\$2,020,739	\$485,000	\$0	\$5,353,717

Town of Holden
Five Year Capital Plan FY2023-2027

Town Manager
Recommended

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2023	2023	2024	2025	2026	2027	Grand Total
DPW-B&G	II	Rebuild Grove Cemetery Entrance Walls		\$400,000	\$0					\$0
		Town Hazard Tree Removal		\$100,000	\$100,000					\$100,000
		Cemetery Utility Buggy 4x4 w/Dump				\$25,000				\$25,000
		Cemetery Tractor/Backhoe				\$50,000				\$50,000
		F350 Pickup w/Plow #38				\$60,000				\$60,000
		F550 Truck w/Dump/Plow/Wing #56		\$150,000	\$150,000					\$150,000
	VR	F550 Truck w/Dump/Plow/Wing #40					\$150,000			\$150,000
		Roadside Mower #61		\$165,000	\$165,000					\$165,000
		Stand-on Leaf Blower		\$10,000	\$10,000					\$10,000
		Fork Lift		\$40,000	\$40,000					\$40,000
		Cemetery Lawn Mower (2)		\$25,000	\$25,000					\$25,000
		Sports Field Large Mower #53				\$70,000				\$70,000
		Town Pool Tractor					\$15,000			\$15,000
		Field Tractor w/ Backhoe						\$50,000		\$50,000
		Pool Lawn Mower							\$18,000	\$18,000
				\$890,000	\$490,000	\$205,000	\$165,000	\$50,000	\$18,000	\$928,000
		DPW-B&G SUB-TOTAL		\$2,247,239	\$1,837,239	\$2,010,739	\$2,255,739	\$605,000	\$18,000	\$6,726,717
		DPW		\$20,000	\$20,000					\$20,000
	LIBRARY	Wooden Windows Feasibility Study								\$0
		Repair and Restoration of Historic Windows				TBD				\$0
		Design Consultant					\$7,000			\$7,000
		Shleiving and Furniture - Lower Level						TBD		\$0
	LIBRARY	Blind Slat Replacements							\$3,600	\$3,600
				\$20,000	\$20,000	\$0	\$7,000	\$0	\$3,600	\$30,600
	SENIOR CENTER	HVAC - Replace Unit Ext & Int and Coils				\$100,000				\$100,000
		Design Plans to Enclose Porch for Computer Room				\$5,000	\$50,000			\$55,000
		Interior and Exterior Cameras for Building		\$22,000	\$0					\$0
		Replace Refridgerator and Freezer Units				\$9,700				\$9,700
		Carport for Vans				\$20,000				\$20,000
		Replace Office/Lounge Furniture					\$8,200			\$8,200
	SENIOR CENTER			\$22,000	\$0	\$134,700	\$58,200	\$0	\$0	\$192,900
WATER/SEWER	II	Water Main Replacement and/or Lining	BORROWING	\$2,350,000	\$2,350,000	\$1,900,000	\$1,100,000	\$600,000	\$1,400,000	\$7,350,000
		Inflow/Infiltration Removal	BORROWING	\$120,000	\$120,000	\$1,100,000	\$220,000	\$220,000	\$120,000	\$1,780,000
		Sewer Pump Stations	BORROWING	\$700,000	\$700,000					\$700,000
		Water Meter Replacement	BORROWING	\$100,000	\$100,000					\$100,000
		Spring Street Water Treatment Plant	BORROWING	\$100,000	\$100,000	\$2,000,000				\$2,100,000
		Steele Street Tank Evaluation	BORROWING				\$60,000	\$900,000		\$960,000
		Chapin and Avery Storage Tank Mixing Systems	BORROWING	\$250,000	\$250,000					\$250,000
		Standby Power Generator (Water Sites) Installation	BORROWING			\$430,000				\$430,000
		Brattle Street Interconnection Vault Replacement	BORROWING				\$825,000			\$825,000
		Sycamore Drive Small Booster Pump Station Repla	BORROWING					\$700,000		\$700,000
		Highland Street Booster Pump Station Upgrades	BORROWING						\$500,000	\$500,000

Town of Holden
Five Year Capital Plan FY2023-2027

Town Manager
Recommended

DEPARTMENT	PROG	EXPENDITURE	SOURCE OF FUNDS	2023	2023	2024	2025	2026	2027	Grand Total
	ER	Pipe Saw	Water/Sewer	\$15,000	\$15,000					\$15,000
		Electronic Message Board (50%)	Water/Sewer	\$11,500	\$11,500					\$11,500
	VR	Truck #2, F350 w/plow	Water/Sewer	\$45,000	\$45,000					\$45,000
		Truck #3, F350 w/plow	Water/Sewer	\$48,000	\$48,000					\$48,000
		Truck #50, F350 w/plow	Water/Sewer	\$45,000	\$45,000					\$45,000
		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			\$167,000				\$167,000
		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
									\$188,000	\$188,000
Truck #4, Medium Duty Truck (F550) 4x4 w/Utility E										
WATER/SEWER				\$3,784,500	\$3,784,500	\$5,646,500	\$2,325,000	\$2,510,000	\$2,208,000	\$16,474,000
CATV		CATV Studio Camera Upgrade	Cable TV	\$30,000	\$30,000	\$30,000				\$60,000
		Remote Studio/ Upgrades	Cable TV	\$20,000	\$20,000	\$20,000	\$20,000			\$60,000
		Broadcast Automation	Cable TV					\$95,000		\$95,000
		Computer Upgrades	Cable TV						\$25,000	\$25,000
CATV				\$50,000	\$50,000	\$50,000	\$20,000	\$95,000	\$25,000	\$240,000
RECREATION	PM	Court Maintenance	Recreation	\$15,000	\$15,000					\$15,000
		Pool Re-Caulking	Recreation	\$10,000	\$10,000	\$15,000				\$25,000
		Pool Consultant	Recreation	\$20,000	\$20,000					\$20,000
		Playground Surfaces/Equipment				\$1,380,000				\$1,380,000
		Skate Park or Dog Park - Eagle Lake	Recreation				\$75,000			\$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			\$32,000				\$32,000
	II	1420 Main Street Parking Lot	Recreation					\$10,000		\$10,000
RECREATION				\$45,000	\$45,000	\$1,427,000	\$325,000	\$75,000	\$0	\$1,872,000
Grand Total				\$6,479,239	\$5,979,239	\$9,871,841	\$6,492,939	\$3,535,000	\$2,806,600	\$35,164,858

Town Manager
Recommended

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	FY	
FUNDING SOURCE	2023	2023	2024	2025	2026	2027	Grand Total
BOND - GENERAL FUND	\$0	\$0	\$0	\$1,850,000	\$0	\$0	\$1,850,000
CASH APPROPRIATION	\$1,984,000	\$1,484,000	\$1,807,602	\$1,357,200	\$855,000	\$573,600	\$6,077,402
OTHER - CH 90/REC/CATV	\$710,739	\$710,739	\$2,092,739	\$960,739	\$170,000	\$25,000	\$3,959,217
OTHER - FIRE STBL/DPW DEPR	\$0	\$0	\$325,000	\$0	\$0	\$0	\$325,000
Sub-Total	\$2,694,739	\$2,194,739	\$4,225,341	\$4,167,939	\$1,025,000	\$598,600	\$12,211,619
BOND - W/S	\$3,300,000	\$3,300,000	\$5,430,000	\$2,145,000	\$2,420,000	\$2,020,000	\$15,315,000
CASH - W/S	\$484,500	\$484,500	\$216,500	\$180,000	\$90,000	\$188,000	\$1,159,000
WS Sub-Total	\$3,784,500	\$3,784,500	\$5,646,500	\$2,325,000	\$2,510,000	\$2,208,000	\$16,474,000
GRAND TOTAL	\$6,479,239	\$5,979,239	\$9,871,841	\$6,492,939	\$3,535,000	\$2,806,600	\$28,685,619

Town of Holden
Five Year Capital Budget History -- 2018 - 2022
(As Voted at Town Meeting)

DEPARTMENT	EXPENDITURE	2018	2019	2020	2021	2022	GRAND TOTAL
FIRE							
	PPE	\$25,000	\$12,000	\$18,000	\$12,000		\$67,000
	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
EMS	Ambulance	\$300,000			\$310,000		\$610,000
	Lifepak 15 monitor/defibrillator			\$30,000			\$30,000
	Fire & EMS Sub-Total	\$325,000	\$28,500	\$103,000	\$322,000	\$78,000	\$856,500
LIBRARY							
	Stone Work - Walls/Walkway			\$4,000			\$4,000
	Library Subtotal	\$0	\$0	\$4,000	\$0		\$4,000
POLICE							
	Cruisers	\$84,000	\$90,000	\$92,000	\$65,000	\$110,000	\$441,000
	Network Switch					\$20,000	\$20,000
	Police Sub-Total	\$84,000	\$90,000	\$92,000	\$65,000	\$130,000	\$461,000
PS FACILITY							
	Police Garge Floor Coating		\$30,000				\$30,000
	Fire Garage Floor Coating		\$60,000				\$60,000
	PS Faciltiy Sub-Total	\$0	\$90,000	\$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	\$60,000
	Speed Radar Signs					\$20,000	\$20,000
HIGHWAY	Traffic Signal Upgrades	\$50,000	\$50,000				\$100,000
	Sidewalk Plow/ Blower	\$85,000					\$85,000
	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	\$613,423	\$615,739	\$613,000	\$615,739	\$615,739	\$3,073,640
	1-Ton Roller	\$20,000					\$20,000

DEPARTMENT	EXPENDITURE	2018	2019	2020	2021	2022	GRAND TOTAL
	New Bucket Catch Basin Cleaner				\$6,000		\$6,000
	Truck #44 Sidewalk Tractor/plow			\$150,000			\$150,000
	Loader w/ Wing Plow	\$270,000					\$270,000
	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
	F350 w/ Fuel Tank	\$110,000					\$110,000
	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
BUILDINGS & GROUND	Trout Brook Pavillion Upgrades	\$18,000					\$18,000
	Tractor/ Mower	\$15,000					\$15,000
	Brush Chipper			\$50,000			\$50,000
	Truck #58 F350 Pickup w/Plow			\$60,000			\$60,000
	F350 Utility Body w/ Plow	\$70,000					\$70,000
	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
	DPW Sub-Total	\$1,576,423	\$1,406,739	\$1,325,500	\$1,596,739	\$1,095,739	\$7,001,140
DPW WATER/ SEWER							
	SCADA Planning/Design	\$150,000	\$400,000	\$450,000	\$450,000	\$100,000	\$1,550,000
	Water Main Replacement	\$825,000	\$700,000	\$170,000	\$1,000,000	\$1,000,000	\$3,695,000
	Inflow/Infiltration Removal	\$170,000	\$90,000		\$950,000		\$1,210,000
	Sewer Pump Stations					\$500,000	\$500,000
	Heritage Lane Sewer Pump Station	\$840,000		\$340,000			\$1,180,000
	Water System Master Plan	\$100,000	\$75,000		\$60,000		\$235,000
	Risk and Resilience Assessment				\$20,000		\$20,000
	Sycamore Dr. Pump Station	\$280,000					\$280,000
	Large Meter Replacement	\$75,000					\$75,000

DEPARTMENT	EXPENDITURE	2018	2019	2020	2021	2022	GRAND TOTAL
	Sidewalk Plow/ Blower	\$85,000					\$85,000
	Landscape Trailer	\$15,000					\$15,000
	Pipe Saw			\$12,000			\$12,000
	Jefferson Water Tank Rehab		\$75,000	\$1,300,000			\$1,375,000
	Town Wide Meter Replacemnet		\$1,000,000	\$500,000		\$300,000	\$1,800,000
	Truck #49 Engineering/Plow SUV			\$27,500			\$27,500
	Zero Turn Mower		\$10,000				\$10,000
	Water/ Sewer Subtotal	\$2,540,000	\$2,350,000	\$2,799,500	\$2,480,000	\$1,900,000	\$12,069,500
RECREATION							
	Field Maintenance			\$30,000	\$100,000		\$130,000
	Trout Brook Pavillion		\$65,000				\$65,000
	Court Maintenance	\$30,000			\$10,000		\$40,000
	Playground Surfaces/ Equipment			\$10,000	\$35,000		\$45,000
	Lap Pool Re-Caulking	\$15,000	\$15,000				\$30,000
	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
	Recreation Subtotal	\$45,000	\$123,000	\$64,000	\$580,000	\$0	\$812,000
SENIOR CENTER							
	Kitchen Refrigerator/Stove	\$10,000					\$10,000
	Roof Replacement/ Repairs	\$55,000	\$50,000				\$105,000
	Town COA Van 30%			\$20,000	\$30,000		\$50,000
	Senior Center Subtotal	\$65,000	\$50,000	\$20,000	\$30,000	\$0	\$165,000
TOWN CLERK							
	Voting Equipment		\$11,040				\$11,040
	Town Clerk Subtotal	\$0	\$11,040	\$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	\$0	\$25,000	\$4,500	\$0	\$0	\$29,500

DEPARTMENT	EXPENDITURE	2018	2019	2020	2021	2022	GRAND TOTAL
TOWN MANAGER - IT							
	Hardware Updates	\$15,000	\$15,000	\$15,000			\$45,000
	UPS Battery Replacement				\$1,100		\$1,100
	UPS Battery Replacement (PSB)				\$8,108		\$8,108
	Network Switch					\$20,000	\$20,000
	Town Manager Subtotal	\$15,000	\$15,000	\$15,000	\$9,208	\$20,000	\$74,208
INSPECTIONS							
	Inspections Vehicle					\$30,000	\$30,000
	Inspections Subtotal	\$0	\$0	\$0	\$0	\$30,000	\$30,000
HOLDEN COMMUNITY TV							
	CATV Studio Camera Upgrade	\$95,000	\$99,170	\$55,000	\$70,000	\$20,000	\$339,170
	Remote Studio/ Upgrades	\$120,000			\$14,000		\$134,000
	Memorial Hall Lighting		\$4,000	\$21,000			\$25,000
	Mac Pro Upgrade			\$14,000		\$30,000	\$44,000
	CATV Subtotal	\$215,000	\$103,170	\$90,000	\$84,000	\$50,000	\$542,170
GRAND TOTAL		\$4,865,423	\$4,292,449	\$4,517,500	\$5,166,947	\$3,303,739	\$22,116,058