



FY2023 BUDGET PREPARATION

Reaching a “New Normal”

Executive Summary

The FY21 budget was significantly impacted by the onset of the COVID-19 pandemic and the FY22 budget was developed under unusual circumstances as the Federal and State governments had not yet finalized their approaches to economic recovery.

Fortunately, **the FY23 budget process has a more stable outlook**, allowing for clear directives below and a structured and efficient use of time for review of budget requests.

The approach to scheduling will be slightly different for the FY23 Omnibus Budget than years past with all **Departmental Requests (with Board/Committee approval, if applicable) due to the Town Administrator and Town Accountant by January 21, 2022** (with the exception of the Superintendent and School Committee requests, which have a slightly different schedule).

The standard budget process outlined below is designed to present a clear and transparent view of how the FY23 Omnibus Budget develops from start (Departmental Request) to finish (a Town Meeting authorized budget).

Summary of Five (5) Step Budget Process for FY23

- **Departmental Request**, with Board/Committee approval, if applicable (due to Town Administrator on Friday, January 21, 2022 at noon)
- **Town Administrator Recommended Budget** (due to Select Board and Finance Committee, Thursday, Feb. 24, 2022)
- **Select Board Recommended Budget** (completed by Friday, March 15, 2022)
- **Finance Committee Recommended Budget** (completed by Tuesday, April 12, 2022)
- **Town Meeting Approved Budget** (Monday, May 9, 2022) – all steps of budget process will be available to Town Meeting voters, including the original Departmental Request

A summary of applicable scheduling for the Select Board and Finance Committee, where applicable, is also attached.

Executive Summary (cont.)

Please review the entirety of the document below, but the highlights of what should be involved in each departmental request are summarized:

- **“Level Service Budget” for FY23** – Departments should identify the projected cost of providing the current level of service. **A Level Service Budget is not a zero-percent budget**, as the cost to provide services changes annually (i.e. the cost of materials, software licenses, etc.).
 - If your department has requests above “Level Service” these costs should be clearly defined in the budget narrative and the costs must be separated; if personnel costs are included, see below.
 - As always, efforts should be taken to reduce any cost areas that will not negatively impact services to the community.
- **Staffing Level Request / Wage Charts for FY23** – Departments will be provided with organizational charts showing the structure of Full Time Employees/Equivalents (FTEs); please review these for accuracy and provide any corrections with the Departmental Request.
 - If requesting additional hours or headcount in FY23, the organizational charts will need to be updated to reflect the request vs. the level staffing model.
 - **Department Requests should reflect the COLAs for FY23 (2.0% for non-union; union COLAs based on CBAs); if additional changes are made through merit adjustments and/or salary study results, they will be added to Town Administrator Recommended Budget or thereafter.**
- **Budget Request Form for FY23** – as always, each Department will receive a Budget Request form with historical “actual” spending for FY19 thru FY21, with the approved budget for FY22 and a column for the Departmental Request for FY23.

Again, Departmental Requests (with Board/Committee vote, when applicable) are due to the Town Administrator by **January 21, 2022 at noon**.

Further Details & Explanations

Budget Narratives should include:

- **Summary and description of the services provided.** *At a minimum, provide narrative for the cost drivers of your budget.*
- **The current fiscal year (FY22) progress or achievements related to departmental goals.** *Brag about what you've accomplished and/or highlight what you're currently trying to accomplish!*
- **The coming fiscal year (FY23) goals that will be achieved with the departmental budget request.** *With approval of your FY23 budget request, what can the Town expect to see from your department?*
- **Personnel / staffing levels for the past two (2) fiscal years (FY21 and FY22) with the staffing request for FY23.**

You will receive from the Town Accountant the following materials: (1) Budget Request Form, (2) Organizational Chart by Department, (3) materials listed as attachments and included in this packet.

When putting together your FY23 budget request, please consider the following:

1. **Personnel Costs – Salaries (union and non-union)** will be updated based on scheduled changes (Collective Bargaining Agreements and Personnel By-Laws for COLAs and step increases or other wage adjustments).
 - a. Department Heads should be confirming the correct steps that their employee will be receiving in FY22 (hint: confirming anniversary dates is the easiest way to do so).
 - b. CBA Wage Tables available for Departments, where applicable
 - c. Non Union Wage Tables available; please note:
 - i. FY23 non-union COLA of 2.0% applied to all tables
 - ii. M-Schedule employees (i.e. Department Heads) should factor 2.0% COLA into Departmental Request; ongoing performance evaluation process will include merit system that will impact the Town Administrator Recommended Budget for Department Heads, where applicable.
 - iii. Wage Chart for 50-500 scale employees factors in 2.0% COLA and the Assistant Town Administrator / HR Director will communicate any findings from salary study to Department Heads and employees.
2. **Operating Expenses** – As stated, a Level Service Budget allows for line items to change based on the cost of goods and services that are required by departments to provide the same level of service as prior year(s). Other considerations:
 - a. **Departments with non-Tax Levy revenue** (i.e. grant accounts, revolving funds, State Aid) please indicate how those funding sources will support your FY23 operating budget request.
 - b. Departments with revenue that credit the General Fund, please be sure to highlight these revenues for consideration as support for your request.
 - c. For any significant changes to operating requests, please provide backup information (for example, quote pricing) to support the request(s).

3. **Capital Outlay** – (where applicable) – the Town Administrator’s Office is responsible for tracking capital requests for all departments. These requests are reflected in the [5-Year Capital Improvement Program \(CIP\)](#) document, and requests should also be vetted by the appropriate Board and Committee, if needed.
 - a. **Capital Outlay in the context of the FY23 Omnibus Budget** is generally a one-time expenditure that impacts a department’s operations and has a useful life beyond the coming fiscal year. For “large” capital requests, please refer to the:
 - b. **The 5-Year CIP Request Form** is included with this packet. Should you have a new capital request that falls within the 5-Year timeline (FY23 to FY27), please fill out the form and return it to the Town Administrator. If you have a previous request that needs to be updated, please coordinate with the Town Administrator.

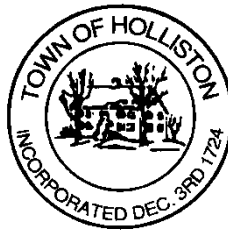
Final Thoughts

Each Department (and Board/Committee, where applicable) will receive a separate email with the budget request forms, organizational charts, etc.

If you have any questions on the changes to scheduling or approach for the FY23 budget, please reach out for clarification from the Town Administrator. Additionally, please make sure to communicate with your liaisons (liaison contact sheet attached); the liaison network exists, in part, to encourage consistent communication throughout the fiscal year and is especially important during budget development.

Attachments:

1. **Sample Budget Narrative with Org Chart**
2. **Wage & Classification Charts**
3. **Budget Review Schedule** – Select Board & Finance Committee dates (subject to change)
4. **Liaison Contact Sheet – FY22-23** – each budget category has a liaison assigned for Select Board and Finance Committee
5. **5-Year CIP Request Form** – available in Excel for filling out requests



**Town of Holliston
FY23 Select Board – Proposed Budget**

SELECT BOARD (01122): Select Board / Town Administrator

Description of Services

The primary expenses within the Select Board budget is personal services, representing 70% of actual expenditures in FY18-21.

53000 – Professional Services – Maintain all personnel items overseen by Town Administrator in Chief Administrative Officer (CAO) role; including collective bargaining and PEC agreement(s); the efforts are supported by labor counsel Brown & Feeley under the professional services line. Additionally, non-labor legal costs were rolled under a flat fee with MTC (now including litigation) which equates to \$60,000 per year but offers the Town cost certainty. There are a few rare instances that are not covered under the flat fee.

FY22 Departmental Goals – Progress

The Select Board's Office successfully transitioned the Town Counsel contract to a flat-fee contract in FY21, and has encountered no issues to date in FY22. The Select Board's Office has also been using a new staffing model (see below), part of which works in conjunction with joint administrative support with the Clerk's Office. The transition to the Assistant Town Administrator / HR Director role was completed with a start date of November 1, 2021.

FY23 Departmental Goals

1. Support new Human Resources Department implementation
2. Oversee CBAs and PEC agreement(s) for FY22 and beyond
3. Update / Review all Town policies and develop a policy/practice handbook
4. Annual goals established in July by Select Board member

Staffing Levels

The staffing of the office has historically been the full-time Town Administrator and a full-time Administrative Assistant (40 hours per week), with a permanent part-time Principal Clerk (30 hours of 35 hour weekly schedule, FTE of 0.86).

Changes in FY22 included the creation of the ATA/HR Director in lieu of backfilling a retirement of the Administrative Assistant. This will have impacts on HR costs elsewhere in the budget.

Additionally in FY22, an administrative support position in the Town Clerk's Office was increased, and provides weekly hours to coverage of the Select Board / Town Administrator's Offices.

Town of Holliston
FY23 Select Board – Proposed Budget

01122	Town Administrator / Select Board	FY2020	FY2021	FY2022	FY2023
	Town Administrator	1.00	1.00	1.00	1.00
	Assistant TA / HR Director	-	-	1.00	1.00
	Administrative Assistant	1.00	1.00	-	-
	Office Manager	0.86	1.00	1.00	1.00
	Permanent PT	-	0.48	0.48	0.48
	Subtotal	2.86	3.48	3.48	3.48

Departmental Budget Request (or attached)

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Level 1 Dept. Req. Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023
	SELECT BOARD (01122)							
51100	Administrative Salaries	127,336	130,550	160,782	168,300	0	(168,300)	-100.00%
51110	Administrative Assistant	68,057	69,758	71,139	98,000	0	(98,000)	-100.00%
51113	Clerical Part-time	37,758	40,681	50,522	51,065	0	(51,065)	-100.00%
51210	Temporary Part-time	0	0	13,936	18,792	0	(18,792)	-100.00%
51400	Longevity	400	400	400	150	0	(150)	-100.00%
51905	Board Salaries	125	100	125	125	0	(125)	-100.00%
51000	PERSONAL SERVICES	233,676	241,489	296,904	336,432	0	(336,432)	-100.00%
53000	Professional Services	76,298	99,093	102,426	90,700	0	(90,700)	-100.00%
53006	Prov. Svc. Marshall St Testing	13,729	13,600	21,867	15,000	0	(15,000)	-100.00%
53400	Communications	2,701	2,858	3,267	3,000	0	(3,000)	-100.00%
52000	PURCHASED SERVICES	92,728	115,551	127,560	108,700	0	(108,700)	-100.00%
54200	Office Supplies	486	549	672	550	0	(550)	-100.00%
54000	SUPPLIES & MATERIALS	486	549	672	550	0	(550)	-100.00%
57100	Professional Development	5,150	4,683	5,028	7,883	0	(7,883)	-100.00%
57000	OTHER EXPENSES	5,150	4,683	5,028	7,883	0	(7,883)	-100.00%
TOTAL	SELECT BOARD (01122)	332,040	362,272	430,164	453,565	0	(453,565)	-100.00%

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget request

New Requests Recommended by the Town Administrator: None requested

New Requests Not Recommended by the Town Administrator: N/A

JOB CLASSIFICATION PLAN - FY2023
(Full and Part-Time Employees)

POSITION	Grade	POSITION	Grade
Administrative Assessor	400	Custodian	100
Assistant Clerk	200	Dispatcher	200
Assistant, Senior Center Director	400	Head Dispatcher	400
Assistant Director, Library	500	Head of Circulation, Library	400
Assistant, Recreation Director	400	Library Page	50
Assistant, Town Clerk	400	Matron, Police	100
Assistant, Treasurer/Collector	400	Outreach Coordinator	400
Cataloger, Library	300	Principal Clerk	300
Children's Librarian	400	Program Coordinator	200
Crossing Guard	100	Reference Librarian	400
Court Diversion/Community Therapist	500	Technician, Library	100
		Van Driver	100

JOB COMPENSATION PLAN
FISCAL YEAR 2023-2%

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
50	13.27	14.03	14.36	14.69	15.01	15.60	15.89
100	17.82	18.96	19.77	20.25	20.67	21.51	21.98
200	21.15	22.49	23.43	24.01	24.49	25.52	26.07
300	21.82	23.22	24.17	24.77	25.28	26.33	26.89
400	25.11	26.71	27.82	28.51	29.10	30.30	30.96
500	27.24	29.00	30.19	30.93	31.56	32.86	33.60

FISCAL YEAR 2023-2%
OVERTIME WITHOUT LONGEVITY

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
50	19.91	21.04	21.54	22.03	22.52	23.39	23.84
100	26.73	28.44	29.65	30.37	31.00	32.27	32.97
200	31.73	33.74	35.14	36.02	36.74	38.28	39.11
300	32.73	34.82	36.26	37.15	37.91	39.49	40.33
400	37.67	40.07	41.72	42.76	43.65	45.46	46.44
500	40.87	43.50	45.29	46.39	47.34	49.30	50.40

FISCAL YEAR 2023-2%
OVERTIME WITH \$50 LONGEVITY

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
50	19.94	21.07	21.58	22.07	22.56	23.43	23.87
100	26.77	28.48	29.69	30.41	31.03	32.30	33.01
200	31.77	33.77	35.18	36.05	36.77	38.32	39.14
300	32.76	34.86	36.30	37.18	37.95	39.53	40.37
400	37.70	40.11	41.76	42.80	43.69	45.49	46.47
500	40.90	43.53	45.32	46.43	47.37	49.33	50.43

FISCAL YEAR 2023-2%
OVERTIME WITH \$100 LONGEVITY

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
50	19.98	21.11	21.61	22.10	22.59	23.47	23.91
100	26.80	28.51	29.72	30.44	31.07	32.34	33.04
200	31.80	33.81	35.22	36.09	36.81	38.35	39.18
300	32.80	34.89	36.33	37.22	37.99	39.56	40.40
400	37.74	40.14	41.79	42.84	43.72	45.53	46.51
500	40.94	43.57	45.36	46.46	47.41	49.37	50.47

FISCAL YEAR 2023-2%
OVERTIME WITH \$150 LONGEVITY

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
50	20.01	21.15	21.65	22.14	22.63	23.50	23.95
100	26.84	28.55	29.76	30.48	31.11	32.38	33.08
200	31.84	33.84	35.25	36.12	36.84	38.39	39.21
300	32.83	34.93	36.37	37.26	38.02	39.60	40.44
400	37.78	40.18	41.83	42.87	43.76	45.56	46.54
500	40.97	43.61	45.40	46.50	47.45	49.40	50.51

FISCAL YEAR 2023-2%
OVERTIME WITH \$200 LONGEVITY

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
50	20.05	21.18	21.69	22.18	22.67	23.54	23.98
100	26.87	28.59	29.80	30.51	31.14	32.41	33.12
200	31.88	33.88	35.29	36.16	36.88	38.42	39.25
300	32.87	34.97	36.40	37.29	38.06	39.63	40.47
400	37.81	40.21	41.87	42.91	43.79	45.60	46.58
500	41.01	43.64	45.43	46.53	47.48	49.44	50.54

FISCAL YEAR 2023-2%
OVERTIME WITH \$250 LONGEVITY

GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
50	20.08	21.22	21.72	22.21	22.70	23.57	24.02
100	26.91	28.62	29.83	30.55	31.18	32.45	33.15
200	31.91	33.92	35.32	36.20	36.91	38.46	39.29
300	32.91	35.00	36.44	37.33	38.09	39.67	40.51
400	37.85	40.25	41.90	42.94	43.83	45.64	46.62
500	41.05	43.68	45.47	46.57	47.52	49.48	50.58

JOB AND WAGE CLASSIFICATION-ADMINISTRATIVE SUPPORT
FY2023-2%

Position	Grade	Position	Grade
Administrative Assistant (40 hr/wk)	A2	Office Manager (35 hr/wk)	A1
		HR/Benefits Specialist (35 hr/wk)	HR1

	MIN				1/3 PT				MID			2/3 PT				MAX	
Grade	1	2	3	4	5	6	7	8	9	10	11	12	13				
A1/HR1	48,044	49,457	50,869	52,282	53,696	55,109	56,521	57,934	59,348	60,760	62,173	63,586	65,001				
A2	60,597	62,371	64,145	65,919	67,692	69,466	71,243	73,017	74,781	76,555	78,329	80,103	81,887				

**JOB AND WAGE CLASSIFICATION PLAN-MANAGERIAL
FY2023-2%**

Position	Grade	Position	Grade		
Asst. Town Adm/HR Director	M4	Library Director	M2		
Building Inspector	M3	Police Chief	M5		
COA Director	M2	Police Lieutenant	M4		
Conservation Agent	M2	Principal Assessor	M3		
DPW Director	M4	Recreation Director	M2		
Facilities Manager	M3	Town Accountant	M3		
Fire Chief	M5	Town Administrator	M6		
Health Agent/Director	M2	Town Planner	M2		
Deputy DPW Dir/Hwy Super.	M3	Treasurer/Collector	M4		
IT Director	M3	Youth & Family Services Dir.	M2		
GRADE	MIN	1/3 POINT	MIDPOINT	2/3 POINT	MAX
M2	59,996	70,531	81,065	91,598	102,132
M3	75,480	84,183	92,887	101,590	110,293
M4	95,078	106,271	111,866	117,463	128,656
M5	135,252	148,257	161,262	174,267	187,272
M6	156,060	163,863	171,666	179,469	187,272

JOB COMPENSATION PLAN-INTERMITTENT AND FIRE DEPARTMENT POSITIONS-FY2023**INTERMITTENT RATES**

(Temporary, Seasonal and Per Diem)

Position	Beginning Rate	Each Year Returning	Max Rate
Bathroom Cleaners	\$25 per cleaning		
Camp Counselors	Minimum Wage	.25 per hour	\$16.00
Camp Director	\$20.00		\$24.00
Camp Supervisor	\$16.00		\$20.00
Clerks to the Boards/Committees	\$18.00	.25 per hour	\$22.00
Clinic Assistants	Minimum Wage	.25 per hour	\$16.00
Clinic Counselors	\$25		\$25.00
Gate Guards	Minimum Wage	.25 per hour	\$16.00
Grounds Maintenance-Park	Minimum Wage	.25 per hour	\$16.00
IT Support	\$18.00	.25 per hour	\$22.00
Landscaper	\$15	.25 per hour	\$19.00
Life Guards	Minimum Wage plus \$1	.25 per hour	\$17.00
Lifeguard Supervisor	\$16.00		\$20.00
Multi-Sport Counselor	60% of the clinic revenues		
Per Diem Dispatchers	\$20.00	.25 per hour	\$26.07
Program Assistants	Minimum Wage	.25 per hour	\$16.00
Program Coordinator	\$20	.25 per hour	\$24.00
Recycle Center Supervisor	\$20	.25 per hour	\$24.00
Temporary Clerical Employees	\$18.00	.25 per hour	\$22.00
Temporary DPW Employees	\$15	.25 per hour	\$19.00

FIREFIGHTERS RATES

Deputy Chief		Monthly	\$818.32
Captain		Monthly	\$541.96
Lieutenant		Monthly	\$496.24
Firefighter		Monthly	\$489.67
Fire-Weekend	Deputy, Captain, Lieutenant	Weekend	\$423.22
Fire-Weekend	Firefighters	Weekend	\$105.08
Fire Hourly	Firefighter	Hourly	\$35.26
	Lieutenant	Hourly	\$35.88
	Captain	Hourly	\$37.57
	Deputy	Hourly	\$40.93
Training		2 Hr Training	\$78.82

AMBULANCE / EMT RATES

Amb/EMT Hourly	First Responder/EMT-Basic	Hourly	\$23.11
	EMT-Advanced	Hourly	\$24.76
	EMT-Paramedic	Hourly	\$25.38
EMT/Shift Stipend	First Responder	12 Hr Shift	\$98.78
	EMT-Basic	12 Hr Shift	\$105.43
	EMT-Advanced	12 Hr Shift	\$108.69
	EMT-Paramedic	12 Hr Shift	\$118.97
Shift Differential-Station Standby	First Responder/EMT-Basic	Standby (Hourly)	\$2.30
	EMT-Advanced	Standby (Hourly)	\$2.45
	EMT-Paramedic	Standby (Hourly)	\$2.55
Deputy Fire Chief	Deputy/EMS Supervisor	Monthly	\$935.90
Training		2 Hr Training	\$78.82

Select Board - Budget Review Schedule

Order and times TBD; subject to change

Dept Req due 1/21	Tuesday	18-Jan	SELECT BOARD (01122)	HUMAN RESOURCES (01152)					
	Monday	24-Jan	ECONOMIC DEVELOPMENT (01182)	SEALER WEIGHTS & MEASURES (01244)	STREET LIGHTING (01424)	SOLID WASTE (01433)	CELEBRATIONS (01692)	RAIL TRAIL (01660)	
	Monday	31-Jan	SUSTAINABILITY COORDINATOR (01199)	FACILITIES MAINTENANCE (01422)	WASTEWATER TREATMENT (01440)	LIABILITY INSURANCE (01945)			
Super- intendent by 2/11	Monday	7-Feb	TECHNOLOGY (01155)	VETERANS (01543)					
	Monday	14-Feb	CONSERVATION COMMISSION (01171)	BUILDING INSPECTION (01241)	YOUTH SERVICES (01542)	COUNCIL ON AGING (01541)			
TA Rec by 2/24	Monday	21-Feb	TOWN ACCOUNTANT (01135)	TREASURER/COLLECTOR (01145)	DEBT SERVICE (01710)	COUNTY RETIREMENT (01911)	WORKERS' COMPENSATION (01912)	UNEMPLOYMENT (01913)	EMPLOYEE BENEFITS (01914)
	Monday	28-Feb	FIRE (01220)	AMBULANCE (01231)	EMERGENCY MANAGEMENT (01291)	POLICE (01210)	AUXILIARY POLICE (01211)	ANIMAL CONTROL OFFICER (01292)	
	Monday	7-Mar	DPW - HIGHWAY (01420)	DPW - WATER (61450)	SNOW AND ICE REMOVAL (01423)	MOTOR VEHICLE FUELS (01499)			
BOS Rec by 3/18	Monday	14-Mar							
	Monday	21-Mar							
	Monday	28-Mar							
	Monday	4-Apr							
FC Rec by 4/12	Monday	11-Apr							

Fincom - Budget Review Schedule

Order and times TBD; subject to change

Dept Req due 1/21	Tuesday	18-Jan	FINANCE COMMITTEE (01131)	RESERVE FUND (01132)	SEALER WEIGHTS & MEASURES (01244)				
	Tuesday	25-Jan	ECONOMIC DEVELOPMENT (01182)	STREET LIGHTING (01424)	SOLID WASTE (01433)	SELECT BOARD (01122)	HUMAN RESOURCES (01152)	RAIL TRAIL (01660)	CELEBRATIONS (01692)
	Tuesday	1-Feb	SUSTAINABILITY COORDINATOR (01199)	FACILITIES MAINTENANCE (01422)	WASTEWATER TREATMENT (01440)	LIABILITY INSURANCE (01945)			
Super- intendent by 2/11	Tuesday	8-Feb	TOWN CLERK (01161)	ELECTIONS (01162)	COMMUNITY PRESERVATION COMM.	TECHNOLOGY (01155)			
	Tuesday	15-Feb	CONSERVATION COMMISSION (01171)	BUILDING INSPECTION (01241)	BOARD OF HEALTH (01512)	PLANNING BOARD	ZONING BOARD OF APPEALS (01176)	VETERANS' SERVICES (01543)	
TA Rec by 2/24	Tuesday	22-Feb	vacation week						
	Tuesday	1-Mar	LIBRARY (01610)	YOUTH SERVICES (01542)	PARKS & RECREATION (01650)				
	Tuesday	8-Mar	BOARD OF ASSESSORS (01141)	TOWN ACCOUNTANT (01135)	TREASURER/COLLECTOR (01145)	DEBT SERVICE (01710)	COUNTY RETIREMENT (01911)	WC, UNEMPLOYMENT, BENEFITS (01912-3-4)	
BOS Rec by 3/18	Tuesday	15-Mar	FIRE (01220)	AMBULANCE (01231)	EMERGENCY MANAGEMENT (01291)	POLICE (01210)	AUXILIARY POLICE (01211)	ANIMAL CONTROL OFFICER (01292)	
	Tuesday	22-Mar	SCHOOLS (01300)	KEEFE TECH. VOCATIONAL (01371)	COUNCIL ON AGING (01541)				
	Tuesday	29-Mar	DPW - HIGHWAY (01420)	DPW - WATER (61450)	SNOW AND ICE REMOVAL (01423)	MOTOR VEHICLE FUELS (01499)			
FC Rec by 4/12	Tuesday	5-Apr							
	Tuesday	12-Apr							

**Liaison Assignments
(2021-22 - FY23 Budget Development Cycle)**

Attachment 4 - Liaison Contact Sheet (FY23 Budget Cycle)

General Government	Chair or Representative	Staff Person	Contact Information *	Finance Committee	Select Board
Accountant		Sharon Emerick	(508) 429-0600	V. Murphy	Ben Sparrell
Assessors / BOA	Peter Barbieri	Kathryn Pierce	(508) 429-0604	M. Whittaker and D. Alfred	Ben Sparrell
Cable Television	Barry Sims		contact Town Admin. Office	D. Alfred	John Cronin
Community Preservation Committee	Frank Chamberlain		contact Town Admin. Office	D. Alfred	John Cronin
Conservation Commission	Christopher Bajdek	Ryan Clapp	(508) 429-0607	J. Robinson	Tina Hein
Debt Service		Mary Bousquet	(508) 429-0602	Dr. Szajda	Ben Sparrell
Economic Development	Peter Barbieri		contact Town Admin. Office	I. Sobchak	Tina Hein
Finance Committee	Dr. Ken Szajda		szajdak@fincom.holliston.k12.ma.us	N/A	Ben Sparrell
Historical Commission	Frank Chamberlain	Mark Kaferlein	(508) 429-0606	I. Sobchak	John Cronin
Housing Trust	Warren B. Chamberlain		contact Town Admin. Office	D. Alfred	Tina Hein
Human Resources		Kathleen Buckley	ata-hr@holliston.k12.ma.us	V. Murphy & J. Robinson	Tina Hein
Long Range Plan Committee	Stacey Raffi	Kathleen Buckley	ata-hr@holliston.k12.ma.us	S. Nersessian	Ben Sparrell
Planning Board	Karen Apuzzo Langton	Karen Sherman	(508) 429-0635	D. Alfred and M. Whittaker	Tina Hein
Facilities		James Keast	(508) 958-4416	Subcommittee	John Cronin
Select Board	Tina Hein	Travis Ahern	(508) 429-0608	V. Murphy & J. Robinson	N/A
Sustainability		Matt Zettek	sustainability@holliston.k12.ma.us	M. Zeamer	Tina Hein
Technology		Chris Meo	(508) 429-0685	Dr. Szajda & J. Robinson	Ben Sparrell
Town Clerk		Elizabeth Greendale	(508) 429-0601	M. Zeamer	Ben Sparrell
Town Hall Septage	Paul Saulnier	James Keast	(508) 958-4416	M. Zeamer	John Cronin
Treasurer/Collector		Mary Bousquet	(508) 429-0602	Dr. Szajda	Ben Sparrell
Zoning Board of Appeals	John Love	Karen Sherman	(508) 429-0635	M. Whittaker and I. Sobchak	Ben Sparrell
Culture & Recreation	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Agriculture Commission	Carrie Marsh		contact Town Admin. Office	I. Sobchak	Ben Sparrell
Community Farm Advisory	Kristine Westland		contact Town Admin. Office	I. Sobchak	Ben Sparrell
Council on Aging	Yvette Cain	Lisa Borchetta	(508) 429-0622	M. Whittaker and M. Zeamer	John Cronin
Golf Course Advisory Committee	Deborah Moore		contact Town Admin. Office	J. Robinson	Ben Sparrell
Library	Karla Alfred	Leslie McDonnell	(508) 429-0617	V. Murphy and M. Whittaker	Tina Hein
Open Space Committee	Lixy Carey		contact Town Admin. Office	M. Zeamer	Tina Hein
Parks	Shaw Lively	Mark Frank	(508) 429-2149	D. Alfred and M. Whittaker	John Cronin
Trails Committee	Robert Weidknecht		contact Town Admin. Office	J. Robinson	Tina Hein
Youth Services	Jennifer Lieberman	Jaclyn Winer	(508) 429-0620	M. Zeamer	Tina Hein
Pension & Benefits	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Country Retirement		Mary Bousquet	(508) 429-0602	V. Murphy and D. Alfred	Ben Sparrell
Health Insurance		Mary Bousquet	(508) 429-0602	Dr. Szajda and V. Murphy	Ben Sparrell
Medicare		Mary Bousquet	(508) 429-0602	Dr. Szajda and V. Murphy	Ben Sparrell
Sick Leave Reserve		Mary Bousquet	(508) 429-0602	Dr. Szajda	Ben Sparrell
Unemployment Insurance		Mary Bousquet	(508) 429-0602	Dr. Szajda	Ben Sparrell
Veterans' Benefits		Sarah Bateman	(508) 429-0629	V. Murphy	Ben Sparrell
Public Safety	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Ambulance/Fire		Chief Michael Cassidy	(508) 429-4631	D. Alfred and M. Zeamer	John Cronin
Animal Control Officer		Dona Walsh, ACO	(508) 429-1212	M. Whittaker	John Cronin
Auxiliary Police/Police		Chief Matthew Stone	(508) 429-1212	M. Whittaker and Dr. Szajda	John Cronin
Board of Health	Thomas Ellis	Scott Moles	(508) 429-0605	M. Zeamer	Tina Hein
Building Inspector		Mark Kaferlein	(508) 429-0606	M. Zeamer	Tina Hein
Emergency Management		Chief Michael Cassidy	(508) 429-4631	J. Robinson	John Cronin
Sealer of Weights & Measures	Louis Sakin		contact Town Admin. Office	I. Sobchack	John Cronin
Traffic Advisory Committee (TAC)	Chief Matthew Stone	Chief Matthew Stone	(508) 429-1212	J. Robinson	Tina Hein
Public Works	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
DPW		Sean Reese	(508) 429-0603	M. Zeamer and V. Murphy	John Cronin
Motor Vehicle Fuels		Sean Reese	(508) 429-0603	I. Sobchack	John Cronin
Solid Waste/Recycling	Michael Lavin	Travis Ahern	(508) 429-0608	D. Alfred and M. Whittaker	Ben Sparrell
Street Lighting		Travis Ahern	(508) 429-0608	M. Zeamer	Ben Sparrell
Tree Warden		Sean Reese	(508) 429-0603	V. Murphy	John Cronin
Schools	Chair or Representative	Staff Point Person	Contact Information *	Finance Committee	Select Board
Keefe Tech		Jonathan Evans	(508) 416-2250	D. Alfred and Dr. Szajda	Tina Hein
School Department	Cynthia Listewnik	Dr. Susan Kustka	(508) 429-0654 x1	Dr. Szajda, V. Murphy, M. Zeamer	Tina Hein

*Unless otherwise noted, the email address for the "Staff Point Person" is LAST NAME, FIRST INITIAL @ Holliston.k12.ma.us (no space between last name and first initial)

TOWN OF HOLLISTON - CAPITAL IMPROVEMENT PROGRAM - PROJECT REQUEST & FINANCING PLAN						If existing asset is being replaced		
Project Title:		Department:		Yr. Acquired		Est. Value		Disposition
Department Contact:		Division/Location:				\$ -		\$ -
Description, Justification and Life Expectancy:						Image/Map Attached:		Yes/No
Impact on Future Operating Budgets, and/or Impact on other Departments:								
RECOMMENDED FINANCING PLAN	Total Prior Year Expenditures	Current Year Expenditure	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Year Total FY23-27
1. Planning, Design, Engineering								\$ -
2. Land, ROW, Site Improvements								\$ -
3. Construction								\$ -
4. Equipment								\$ -
5. Other								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Est. Annual Maint./Repair								\$ -
<u>Town Administrator Use Only</u>								
APPROVED _____ DENIED _____ DEFERRED to FY _____ Notes:		Funding Sources: 1. Operating Budget 2. Cash for Capital- Free Cash or Capital Expenditure Fund 3. Community Preservation Fund (CPF/CPC) 4. G.O. Bond - General Fund 5. G.O. Bond - Water Enterprise Fund 6. Revolving Fund or Other				Priority Category (1-6): 1. Correct threat to health and safety 2. Improve to avoid costly repair 3. Replace to maintain service levels 4. Meet legal requirement 5. Improve productivity 6. Meet new need or desired service level		