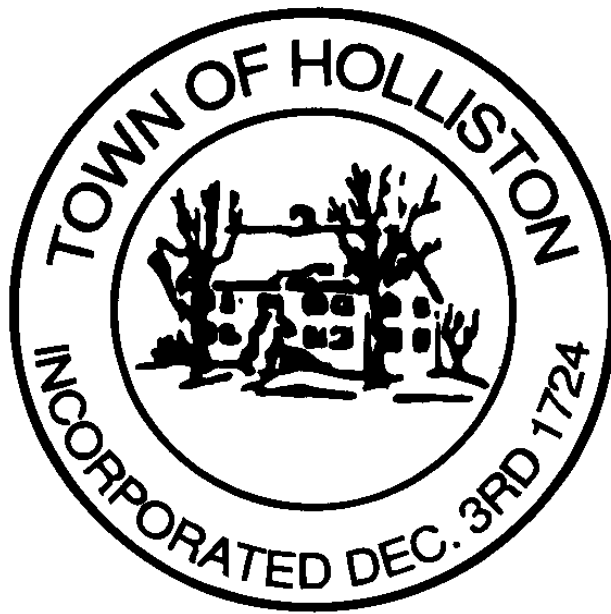


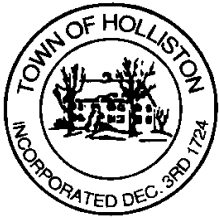
FY2024  
Operating Budget



Town Administrator  
Recommendation  
March 2, 2023

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**To:** Holliston Select Board  
**From:** Travis Ahern, Town Administrator  
**Date:** March 2, 2023  
**Subject:** Town Administrator Budget Message for Fiscal Year 2024

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### Executive Summary

I am pleased to submit to you a balanced and comprehensive Town budget for the fiscal year beginning July 1, 2023 and ending June 30, 2024. **Expenditure and revenue estimates are based on the best available information and are subject to possible variations between now and the time the tax rate is set in the fall**, including uncertainty over final State Aid and State Assessment figures on the Commonwealth's Cherry Sheet, as well as the outcome of property tax-supported Warrant Articles that may be approved at the Annual Town Meeting on May 15, 2023, or the Fall Town Meeting on Oct. 16, 2023.

Additionally, for information specific to the **Holliston Public Schools** budget development process, see their [website](#), but for a summary format please refer to Section III (pages 6-7, below) and the FY2024 Revenue & Expenditure summary on page 13.

A [Glossary of Terms](#) has been provided on the Town's website for readers that require clarity on the many acronyms used in local government.

### Section I: Overview

**3-Year Look-Back:** The FY2021 Operating Budget (otherwise known as Omnibus Budget) was significantly impacted by COVID-19 due to the onset of the pandemic in March 2020, right as the budget process was coming to an end. The FY2022 was a course correction for FY2021, and FY2023 returned to a level of normalcy, though the use of one-time monies associated with the pandemic (CARES Act, ESSR, ARPA, all described below) will require a thoughtful approach to ensure sustainability of future budgets.

One of the biggest pivot points of the FY2022 and FY2023 budget development processes was the use of American Rescue Plan Act (ARPA) funds to spur initiatives like Tuition-Free Full Day Kindergarten and the formal creation of a Grounds Division within DPW for the benefit of Parks, Schools and Town grounds. Additionally, other one-time funds (revolving) were used to spark the service-level improvement of a dedicated Assistant Building Inspector, with the understanding that the costs would be sustainable in FY2024 and beyond.

Lastly, given the community's support for implementation of recommendations from a consultant (Municipal Resources, Inc., or MRI) to strive for upgrading our Ambulance license from Basic Life Services (BLS) to Advanced Life Services (ALS), the Select Board and Finance Committee supported rate changes for EMTs and Paramedics at the Oct. 2022 Fall Town Meeting, which was step one of a process outlined in the Ambulance Budget (01220). All together, these "lingering" items carry from FY2022-2023 to FY2024 for final resolution:

- |   |                               |
|---|-------------------------------|
| • Tuition-Free Full Day Kindergarten (ARPA)                 | \$650,000/year (\$1.6m total) |
| • DPW Grounds Division Staffing (Revolving Fund & ARPA)     | \$100,000 (year 1, partial)   |
| • Assistant Building Inspector (Revolving Fund)             | \$52,100 (year 1)             |
| • Ambulance (EMS) Rate Structure (Prog. Stabilization Fund) | \$205,000 (year 1)            |

**Looking ahead to FY2024:** The FY2024 Town Administrator Recommended Budget prioritizes the need to fold in the service level adjustments described from FY2022-2023 (above) and accomplished through one-time monies (ARPA,

revolving, Stabilization, etc.) and make sure that these are sustainable moving forward, before addressing any “new” needs. The Recommended Budget also reflects the impacts of maintaining a level of service that meets State statute/regulations and the needs of Holliston residents and businesses, which have not waned, but instead have increased through COVID.

**Budget Roadmap:**

- Executive Summary (you are here) (pages 3-12)
- FY2024 Budget Schedule (page 12)
- FY2024 Revenue vs. Expenditure Summary (DLS Tax Rate Recap format) (page 13)
- 5-Year (Detailed) Revenue & Expenditure Forecast (page 14)
- Financing Sources for FY2024 – Explanation of Revenue Assumptions (pages 15-19)
- FY2024 Departmental Budget Requests, with TA Recommended changes (where applicable) (pages 20-116)

**Each departmental budget reflects: (1) a budget narrative, (2) a personnel overview with list of Full-Time Employees (FTE) by department, and (3) departmental budget request followed by Town Administrator recommendation** as of March 2, 2023. This will be followed by Select Board and Finance Committee recommendations for Annual Town Meeting on May 15, 2023 to consider for adoption of an FY2024 budget for the fiscal year beginning July 1, 2023.

**Section II: Revenue**

A full summary of Revenue (Financing Sources) can be found on pages 15-19. The bottom line budget and additional requests are weighed on merit but also the available revenue, so any adjustment from Departmental Request to Town Administrator Recommendation should be viewed in the context of scarcity of resources.

The Town attempts to maximize sustainable revenue sources outside of local tax dollars, and highlights are below, but the full summary (pages 15-19) explains the risk factors and/or potential for growth in each category:

❖ **Tax Levy**

The FY2024 Town Administrator Recommended Budget assumes that the full Tax Levy Limit will be required to balance the needs of the community, and an assumption of \$325,000 for New Growth is added to the Proposition 2 ½ growth on the prior year Levy Limit. Ideally, the Town would be able to balance its budget without using all Levy capacity, but FY2024 is not a year in which this can be considered from the Town Administrator’s perspective, based mainly on the “Budget Drivers” highlighted in Section III: Expenditures (below), which include the FY2022-23 initiatives, supported through one-time monies, being rolled into the budget, as described in Section I, above.

❖ **State Aid**

This budget recommendation assumes the implementation of the Governor’s FY2024 budget, in which Unrestricted General Governmental Aid (UGGA) received a modest 2.0% increase (From \$1.79 million in FY2023 to \$1.83 million in FY2024). The largest portion of State Aid is Chapter 70 funding. The Town adopted Full Day Kindergarten in FY2022 by utilizing ARPA funding to cover the initial phase-in and the FY2023 Chapter 70 component of State Aid was significantly impacted as a result (see page 16). Chapter 70 receipt assumptions increases by 2.7% for FY2024. MSBA reimbursement has ended with the maturity of previously issued school debt. Fluctuations from the Governor’s proposed budget to the House, Senate and then finally Conference Committee are not always positive developments. In fact, in FY2023 the Cherry Sheet charges/offsets (a debit,

rather than credit) reduced the overall State Aid at the very last moment of the FY2023 budget development process, forcing the Town to find over \$200,000 to balance. This is a risk factor every year.

❖ **Local Receipts**

An increase in Local Receipts assumption of \$214,159 (or 5.95%) in FY2024 is driven by new PILOT agreements for solar projects (public and private). Motor Vehicle Excise (MVE) has seen consistent increases, but is also a risk factor as, while the demand for new vehicles has been high, the supply cannot keep up due to supply chain issues. Demand only drives this category when residents garage new vehicles in Holliston, due to the sliding scale of MVE based on the age of a vehicle (i.e. the depreciation methodology). See page 17 for greater detail.

❖ **Other**

The Town of Holliston has historically allocated all available DLS-certified Free Cash at its October Fall Town Meeting, but intentionally left a small balance (\$63,599) unallocated in October 2022 to carry forward to May 2023 Annual Town Meeting. While this funding could be allocated in May, this should not be considered a way to balance Operating Expenditures, but rather offset one-time costs or fund reserves. Additionally, “Other” can refer to the General Stabilization Fund, Capital Expenditure Fund, etc., which are considered one-time monies.

### **Section III: Expenditures**

#### **Budget Drivers**

- In FY2024, the largest Collective Bargaining Agreements (CBAs) will all be entering the final year of three-year agreements (covering the FY2022 budget through FY2024), and so steps and COLA adjustments are included in budget requests for HPD and DPW, and the Schools’ budget with COLA/steps/lanes. Non-union salary adjustments were made within FY2023 based on a market analysis by GovHR and are incorporated in the FY2024 budget requests. Department Head salaries follow the M-Schedule, approved by Town Meeting, and are eligible for additional pay increases from a merit pool approved prior to the budget process.
- Debt Service decreases substantially in FY2024 but unfortunately provides no additional budget flexibility in the coming fiscal year as all of the maturing debt is “exempt,” meaning that when the debt matures the Tax Levy capacity expires with the maturity. The net decrease of taxpayer dollars for exempt debt in FY24 is \$253,924, which will impact the Tax Rate by 0.07 (based on FY2023 total assessed values of \$3.53 billion).
- From a pure dollar perspective, the cost of retirement, benefits & insurances (01911-01945) represents a \$301,071, or 2.7%, proposed increase in FY2024. **This is driven by a 10% increase from West Suburban Health Group (WSHG) for the Town’s health insurance plans.** The Town and its PEC pursued a market comparison for WSHG two (2) years ago, looking at MIIA as an alternative and ultimately did not switch, but the Town and PEC will be forced to compare WSHG to the market on an annual basis at this point, for the protection of the Town and its employees. The Town Administrator’s recommendation includes an additional \$120,000 for County Retirement (“pension” 01911) to smooth a known spike in FY2025, and \$24,000 in benefits (01914) to reflect the benefit liability of an increased headcount of one (1) FTE, related to support of the Public Library request to make an existing non-benefit eligible position into a benefit-eligible position. Should this additional personnel not be supported, the Benefits budget (01914) would be adjusted accordingly.
- Solid Waste (01433) is a budget that is driven by the Town’s contract with EL Harvey [purchased by WIN Waste], and this contract is entering the final year of five (5) total years. The Town will be working throughout FY2024 on the successor agreement and/or an Invitation for Bids (IFB) for these services. The variable costs are tied to “bulk” pickups initiated by residents, and a spike in this use was seen during COVID but is beginning to subside.

- Public Safety Dispatch – Organizational Changes impact the budgets for Police (01210), Fire (01220) and Ambulance (01231). The Town has an Intermunicipal Agreement (IMA) in place to join the Holbrook RECC on January 1, 2024 (mid-way through FY2024) which will essentially outsource the dispatch function to a regional solution. In order to maintain 24/7 coverage of HPD at 550 Washington Street, the HPD budget includes personnel adjustments, essentially increasing the number of Police Officers and administrative support, which is entirely offset by the reduction in Holliston dispatchers, as dispatchers will be employed by Holbrook RECC.

Additionally, the HFD/EMS budget increases for a new Assistant Fire Chief / EMS Director position (also called for in the MRI study), offset in headcount by a greater reduction in FTEs for dispatch.

While the FY2024 impact is actually an increase in the bottom line due to operational changes, the 5-year grant from State-911 will ultimately allow the Town to repay the Programmatic Stabilization Fund in FY2025 as the State picks up the operational costs of dispatch services for half of FY2024, all of FY2025-2026, and partially offsets the assessments in FY2027 and FY2028.

See Table 1 below for a crosswalk of how the transition to regional dispatch is balanced with staffing changes to HPD and HFD/EMS:

**Projection of Public Safety Changes, including Dispatch Transition to Holbrook RECC**

**Table 1**

		1/2 Year Cutover						
		GRANT 6 months	Full Grant	Full Grant	1/2 Grant	25% Grant		
	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	
HPD Dispatchers	\$ 283,757	\$ 154,925	\$ -	\$ -				
HFD/EMS Dispatchers	\$ 265,544	\$ 132,772	\$ -	\$ -				
Holbrook RECC		\$ 261,604	\$ 303,850	\$ 312,966	\$ 322,355	\$ 332,026	\$ 341,987	
State 911 Grant		\$ (261,604)	\$ (303,850)	\$ (312,966)	\$ (161,178)	\$ (83,007)	\$ -	
<b>Dispatch Budget</b>	<b>\$ 549,301</b>	<b>\$ 287,697</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 161,178</b>	<b>\$ 249,020</b>	<b>\$ 341,987</b>	
	(A) Dispatch +/-	\$ (261,604)	\$ (287,697)	\$ -	\$ 161,178	\$ 87,842	\$ 92,967	
<b>Re-Org Changes (PD)</b>		<b>70% of Year</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	
* Holliston 26, 27, 28		\$ 195,336	\$ 287,423	\$ 296,045	\$ 304,927	\$ 314,075	\$ 323,497	
* Holliston Admin. (400-1)		\$ 33,390	\$ 49,131	\$ 50,605	\$ 52,123	\$ 53,687	\$ 55,297	
<b>HPD Subtotal</b>		<b>\$ 228,726</b>	<b>\$ 336,554</b>	<b>\$ 346,650</b>	<b>\$ 357,050</b>	<b>\$ 367,761</b>	<b>\$ 378,794</b>	
<b>Re-Org Changes (FD)</b>		<b>Full Year</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	<b>Full Year (3%)</b>	
* Fire/EMS - Asst. Fire Chief / EMS Director		\$ 102,000	\$ 105,060	\$ 108,212	\$ 111,458	\$ 114,802	\$ 118,246	
<b>HFD/EMS Subtotal</b>		<b>\$ 102,000</b>	<b>\$ 105,060</b>	<b>\$ 108,212</b>	<b>\$ 111,458</b>	<b>\$ 114,802</b>	<b>\$ 118,246</b>	
<b>TOTAL</b>		<b>\$ 330,726</b>	<b>\$ 441,614</b>	<b>\$ 454,862</b>	<b>\$ 468,508</b>	<b>\$ 482,563</b>	<b>\$ 497,040</b>	
(B) Public Safety +/-		\$ 330,726	\$ 110,888	\$ 13,248	\$ 13,646	\$ 14,055	\$ 14,477	
<b>Bottom Line Cost to Budget (Net A &amp; B)</b>		<b>\$ 69,122</b>	<b>\$ (176,809)</b>	<b>\$ 13,248</b>	<b>\$ 174,823</b>	<b>\$ 101,897</b>	<b>\$ 107,444</b>	

\*\*

\*No benefit assumptions included (headcount neutral, or declining)

\*\*Refund Programmatic Stabilization Fund

- Holliston Public Schools (01300) successfully transitioned to “Tuition Free” Full Day Kindergarten for all students in FY2022 and FY2023, continuing in FY2024 by rolling those costs into the tax-supported budget, while also incorporating 2.66% cost escalation for a level-service budget, results in a total increase of \$1,684,655 or 4.34% increase from FY2023 to FY2024. A 5-year summary of HPS budgets is below.

Education Costs						
	FY2020 BUDGET	FY2021 BUDGET	FY2022 BUDGET	FY2023 BUDGET	FY2024 Super. Rec.	5-Yr. Ave. Increase Annualized
<b>HPS BUDGETS</b>	34,947,263	35,139,715	37,098,523	38,845,279	40,529,934	
<i>\$ Increase from PY</i>	1,314,450	192,452	1,958,808	1,746,756	1,684,655	1,379,424
<i>% Increase from PY</i>	3.91%	0.55%	5.57%	4.71%	4.34%	3.82%

- Keefe Tech. Vocational (01371) is driven by the school's annual budget, but also enrollment. Holliston's enrollment, in addition to overall budget increase leads to a current assumption of +5%. See [website](#) for details.

### New Departmental Requests – Personnel

Some Departmental requests for the FY2024 Operating Budget include changes from baseline FY2023 Full-Time-Equivalent (FTE) positions; these include:

- ❖ Town Accountant – Transition in this office has led to the Town recruiting the Town Accountant position at the time of printing this document, however, the increase in the FY2024 Town Administrator Recommended Budget is actually based on the suggestion to reclassify the Principal Accounting Clerk position to an Assistant Town Accountant position (grade 400 to grade 500) based on experience of the individual and opportunities for expansion of the role. This change was recommended by the Town's 3<sup>rd</sup> party CPA assisting with the transition of the Town Accountant's Office, and is supported by the Assistant Town Administrator / HR Director.
- ❖ Holliston Police Department – The organizational restructuring related to Holbrook RECC, highlighted above in Table 1, on page 6.
- ❖ Holliston Fire/EMS Department – The new Assistant Fire Chief / EMS Director position is balanced from a headcount perspective with the Public Safety Dispatch plans, highlighted above in Table 1, on page 6. This "Number Two" position created within Fire/EMS is a critical next step in the pursuit of Advanced Life Support (ALS) licensure for the Town's Ambulance service, and is a direct recommendation from the [Municipal Resources, Inc. \(MRI\) report \(link\)](#) from which the Town has derived its plans to pursue said licensure.
- ❖ Library – The "new" requests are primarily staffing and scheduling related and breakdown into three (3) components, reflected in detail with the Trustee's request (page 101): (1) Increasing the Head of Circulation from a 25 hour/week employee to a full-time schedule of 37.5 hours with no impact to benefit eligibility, (2) increasing the Cataloger position from 18 hours/week to 25 hour/week which would add benefit eligibility, with an estimated liability added to the Benefits budget (01914), and (3) shifting the cost of one Technician from the annual library grant onto the tax-supported budget. The first two (2) requests represent a projected improvement to service and a plan to address scheduling challenges, while the third request is an effort to follow best practices by not relying on grant funding for a standardized position. The Town Administrator's Recommended Budget partially supports these three (3) requests (see below, page 8).
- ❖ Holliston Drug & Alcohol Awareness Coalition (HDAAC) – There is an exciting new component to the Town's strategic approach to addressing substance abuse (and related mental health) needs in the community. These needs generally rely on resources from Youth & Family Services, the Holliston Police Department, the Holliston Fire Department's Ambulance services, and the Holliston Public Schools, among others.

The new component is support from a **grant-funded** position, the “**Drug Free Community Coalition Outreach Coordinator.**” This position will be seated at 1750 Washington Street with the YFS department and interact with YFS staff with oversight from HDAAC, a third party Town-affiliated group. The grant is a 5-year grant, with a potential for extending to 10-years, and a matching component of staff time and resources.

All other FY2024 Departmental Requests, outside of the additional staffing request highlighted above, can be considered “level-service” adjustments to maintain the current level of service.

### **Town Administrator Recommended Budget**

Because of the favorable New Growth certified midway through FY2023, the FY2024 Town Administrator Recommended Budget does not face an initial deficit when comparing Departmental Requests (including the additional FTE requests above, and the School Budget presented Feb. 16, 2023) with Projected Revenue (see pages 13-14). ***Please note: this document should be viewed as a package of recommendations – for example, assumptions for addressing long-term liabilities can impact revenue assumptions, budget requests and separate Warrant Articles.***

Highlights of the Town Administrator Recommended changes:

- **Expenditure Reductions:**

- **Board of Assessors’ (01141)** request for additional **Professional Services** is itemized within the departmental request (page 36) and can be classified in two categories: (1) normal growth and inflation of previous year’s needs into FY2024 is \$54,218, and this includes annualizing the costs of some projects approved through ARPA, and then (2) new requests for FY2024, totaling \$36,500 that assist the Department in “catching up” on directives from the State (MassDOR), while also establishing a sustainable process for partially outsourced annual workflow (inspections, etc.). The Town Administrator recommendation is a reduction to the new requests of **\$14,000**, resulting in a Professional Services budget for FY2024 of \$76,718 (a 50.8% increase from FY2023), and total bottom line Assessing budget of \$295,141 (a 13.0% increase from FY2023).
- **Building Inspector (01241)** has historically reflected the vehicle maintenance for the Town’s two (2) EV vehicles (Nissan Leafs) garaged at Town Hall and used by the Building Inspector and Assessor’s Office, primarily. The **\$700** is being removed from this budget and placed in the Facilities Management budget for all Town Hall garaged vehicles, including the two (2) EVs and the Facilities Manager’s SUV. This is not a bottom-line reduction to the budget, it is a reallocation.
- **Youth & Family Services (01542)** reflects some changes related to the grant described above for the “Drug Free Community Coalition Outreach Coordinator.” The YFS budget presents part of the community’s “match” as called for by the grant. The Town Administrator recommendation includes a reduction of **\$650** to the Office Supplies line item, resulting in a total FY2024 recommended budget of \$173,493, or a 4.9% increase from FY2023.
- **Library (01610)** is driven by the three (3) requests detailed above on page 7. The Town Administrator’s Recommended budget includes the increased hours for the Head of Circulation and the Cataloger, the latter of which does require an assumption for an additional health care plan in the Benefits budget (01914), described below. At this time, the Town Administrator recommends leaving one Technician being paid for by the grant, as the intention is a good one, but all three (3) request of the Trustees are not doable at this time and should be phased in over multiple fiscal years. Should Town Meeting ultimately not agree with the Town Administrator’s Recommendation and not fund the increase in hours for the Cataloger, the benefits budget can be lowered accordingly.



- **FY2024 Non-union salary adjustments** can be viewed in two different categories: (1) Department Head salaries and all other non-union salaries/pay, which are generally the 100-700 scale and the A1-A2 scales. The Cost of Living Adjustment (COLA) for non-union employees in FY2024 is set at 1.5%.
  - **Department Heads** can advance beyond COLA through a merit pool set at 2.0% of M-Schedule Salaries from prior year, and that pool is determined based on performance evaluations performed by the Town Administrator and, where applicable, Boards/Committees that include oversight of specific departments. The 2.0% equates to maximum merit pay for FY2024 of \$40,645 (negligible change from FY2023), and due to turnover of some Department Head positions, total recommended distribution came in at an increase of \$37,943 (or 1.87%) over prior year.
  - The **Town Clerk** does not sit on the M-schedule as it is an elected position. The position is therefore not reflected in the merit pool, as no performance evaluation is performed by the Town Administrator. Given changes to the complexity of the Town Clerk role with recent State statutes regarding changes to voting requirements, the Finance Committee Chair, Select Board Chair and Town Clerk have discussed competitive pay for this position and are recommending an 8.7% adjustment to base salary (from \$81,860 in FY2023 to \$89,000 in FY2024), with the normal \$1,000 stipend also included in the compensation package for the position. This adjustment is reflected in the proposed budget and is reflected in the Clerk's Office (01161) request, as well as a separate Warrant Article for Town Meeting approval, as is standard practice.
  - **Structural changes to the 100-700 scale** were approved at the Oct. 2022 Fall Town Meeting, going into effect on January 1, 2023. These changes are depicted in the Consolidated Personnel By-Law Article in the Warrant that is voted every May Annual Town Meeting. The impact of the changes were to increase the top step of these pay scales by 10% on average based on a compensation study performed by GovHR. Additionally, an evaluation of each position with a corresponding reclassification of certain positions to higher or lower grades, as recommended by GovHR.

Total impact in FY2023 (half year: January 1, 2023 to June 30, 2023) will be covered at May 2023 ATM with line item transfers to departments (total estimated cost below \$5,000 given turnover of staff from time of changes). Note that, when reviewing the FY2024 Departmental Request budgets for year-over-year increases, the FY2023 adjustments have not yet been made (to allow for an exact request in May 2023, rather than an estimate in Oct. 2022), so some 100-700 scale employees' salaries appear to increase 6% or more, but this is a timing issue that will be resolved when the FY2023 budget is updated to reflect the January 1, 2023 adjustments.

The impact on the FY2024 budget is calculated at \$12,180 above the previous pay scale methodology. Please note two things: (1) with these adjustments the Town's non-union salary scales were intended to keep pace with the market, but are still only in the 50<sup>th</sup> percentile among comparable communities, and (2) that step increases are not mandatory, and require satisfactory performance evaluations, overseen by Department Heads and reviewed by Human Resources.

The FY2024 Town Administrator Recommended Budget is balanced based on available revenue to meet the Departmental needs, as presented and reviewed for merit (i.e. need vs. want). The Recommendation is intentionally skewed significantly towards addressing all previous initiatives funded with one-time monies (ARPA, Stabilization, and Revolving in FY2022-2023), meaning that they are now built into the base FY2024 budget sustainably. Additionally, the Town Administrator Recommended Budget looks to set up a successful FY2025 budget process (and beyond) by addressing long-term liabilities (debt/capital) and reserves, further described below in Section IV.

## Section IV: Financial Policies – Tracking Progress

The [Town's Financial Policies were updated in the fall of 2021](#) by the Select Board and Finance Committee. Below are four policy categories to track based on the proposed FY2024 budget:

**Policy 1. Capital Expenditure Fund (CapEx)** – The FY2024 Town Administrator Recommended Budget achieves the 3% target in the Financial Policies, prior to Oct. 2023 Fall Town Meeting, when Free Cash will also be appropriated. It should also be noted that the CapEx Fund generally has expended \$2 million annually to keep up with Town and School needs for facilities, equipment, and vehicles, but can also be used to offset larger capital projects.

CapEx Policy Benchmark		A Omnibus Budget	B <i>Less Tax - Supported Art.</i>	C <i>Less Capital Outlay</i>	=A-(B&C) Net Budget	May ATM Contrib. to CapEx	% of Omnibus
Actual	FY2023	67,455,802	(1,875,000)	(361,519)	65,219,283	1,875,000	2.87%
Proposed	FY2024	70,441,349	(2,200,000)	(412,911)	67,828,438	2,200,000	3.24%

**Policy 2. Debt Service** – The Town's debt portfolio has matured, and after FY2023 only one previous borrowing is still on the books (the debt on the Police Station matures in FY2029). Current assumptions in the [Town's 5-Year Capital Improvement Plan](#) for future borrowings include: (1) High School Rehabilitation/Reconstruction currently in "Statement of Interest" status with MSBA, (2) DPW Facility Construction currently through the feasibility study phase and into design/engineering (still in need of site selection), and (3) Sidewalk Reconstruction needs, highlighted in the [Sidewalk Prioritization Plan](#). A Capital Working Group of Select Board, School Committee and Finance Committee members are working a joint plan for the next 10 years that would impact this policy category.

Debt Policy Benchmark		A Omnibus Budget	B <i>Less Tax - Supported Art.</i>	C <i>Less Capital Outlay</i>	=A-(B&C) Net Budget	Gross Debt Service	GF Debt to Exp. %
Actual	FY2022	65,014,459	(1,988,500)	(256,837)	62,769,122	2,400,638	3.82%
Actual	FY2023	67,455,802	(1,875,000)	(361,519)	65,219,283	627,574	0.96%
Proposed	FY2024	70,441,349	(2,200,000)	(412,911)	67,828,438	377,650	0.56%

**Policy 3. General Stabilization** – The Town's policy calls for corrective action if the balance of the General Stabilization Fund falls below 8.1% of gross General Fund Expenditures. The target of the policy is 12% with a maximum of 18%. No consideration of funding to/from General Stabilization is considered in the Town Administrator Recommended Budget. Generally these contributions happen with Free Cash use at October Fall Town Meeting.

Gen. Stabilization Benchmark		A Omnibus Budget	B <i>Less Tax - Supported Art.</i>	C <i>Less Capital Outlay</i>	=A-(B&C) Net Budget	General Stab. Fund Balance	Gen. Stab. Exp. %
Actual	FY2023	67,455,802	(1,875,000)	(361,519)	65,219,283	9,066,837	13.90%
Proposed	FY2024	70,441,349	(2,200,000)	(412,911)	67,828,438	9,181,837	13.54%

**Policy 4. Water Enterprise Fund (Retained Earnings)** – The Water Enterprise Fund operates separately from the General Fund. All revenues and expenditures run through the fund, and any remaining balance at the end of the fiscal year

becomes “Retained Earnings” which is roughly equivalent to DLS-certified “Free Cash” for the General Fund. The Town’s policy is to keep Retained Earnings above 10% of Annual Gross Water Revenue, and take corrective action if it falls below. Currently, FY2024 represents the second of 3-to-4 years in which the Town intends to use Water Retained Earnings to stabilize water rates as the borrowing at Well No. 5 creates a “spike” in debt service, which will decline by FY2026 to previous levels. The Water Enterprise Fund budget (Recommended) of \$3,399,681 is also higher than anticipated based on chemical costs (page 113), and FY2024-25 will need a correction to the market, or a significant rate increase will be required for FY2025. In February 2023 the Select Board approved a 2.5% rate increase for Water Rates for FY2024.

Water R.E. Benchmark		A Water Revenue	B Water Expenditures	C Water R.E. Transfers	D (A, B & C) Impact to Water R.E.	DLS Water R.E. (June 30)	Water R.E. % Rev.
Actual	FY2020	2,702,346	(2,299,156)	(267,591)	135,599	1,433,969	53.06%
Actual	FY2021	2,956,659	(2,206,388)	(75,000)	675,271	2,109,241	71.34%
Actual	FY2022	2,835,171	(2,504,264)	(234,250)	96,657	2,205,898	77.80%
Projected	FY2023	2,877,699	(3,107,052)	(1,046,000)	(1,275,353)	930,545	32.34%
Proposed	FY2024	2,949,641	(3,399,681)	-	(450,040)	480,505	16.29%

Overall, the Town is in good shape with its Financial Policies, and is making progress toward goals for capital.

### Section V: Budget Reductions or Alternatives

A number of assumptions are made, and expressly defined, in the FY2024 Town Administrator Recommended Budget. Should these assumptions change from now (March 2, 2023) to the time of printing of the Warrant for May 15, 2023 Annual Town Meeting, below are reductions or alternatives that should be considered:

**1. Long-Term Liabilities** – The FY2024 Town Administrator Recommended Budget is aggressive on long-term liabilities, such as capital investment (and preparing for debt service on future capital projects) and OPEB/Pension. Specifically, the \$2.2 million contribution to CapEx assumed for May 2023 ATM reaches policy without any assumption of contributions in Oct. 2023 FTM, so if the Select Board, Finance Committee or Town Meeting feel the need to find reductions, this can be reduced with the caveat that risks to future budgets will increase. The same can be said for OPEB/Pension, where the Town Administrator recommends “level funding” the MCERS contribution to avoid a budget shortfall issue in FY2025 – ultimately, this is a best practice recommendation, but can be reduced if stakeholders identify specific and appropriate needs.

**2. Larger Budget Requests** – Ultimately, the Town Administrator’s Recommended Budget agrees with and supports the logic of large departmental increase requests (specifically, the Board of Assessors and the Library Trustees) and the recommendation reflects an attempt to get as close as possible to those requests, though does recommend some reductions. At the end of the day, even with the reductions recommended, these are still significant increases and the Finance Committee and Town Meeting will have to consider if they agree with the Town Administrator’s Recommendation.

I would encourage all stakeholders – Select Board, Finance Committee, School Committee and Town Meeting – to consider that FY2025 is shaping up to be a difficult budget year, with all Collective Bargaining Agreements (CBAs) set to expire as of June 30, 2024 (the end of FY2024) and numerous other budget impacts, such as the Town’s Solid Waste contract and changes in the health care market, including consolidation of two providers – Harvard Pilgrim & Tufts. So please note that these **Budget Reductions or Alternatives** options will impact not only the FY2024 Budget, but also the FY2025 Budget and beyond, and would ultimately be better utilized with an agreement/understanding of all parties.

## **Section VI: Remaining Issues or Unknowns at the Time of Print (March 2, 2023)**

The draft Warrant for May 2023 Annual Town Meeting has not been finalized – open through March 20<sup>th</sup> and not in print until April – and therefore a possibility remains that requests for property-tax dollars may need to be weighed against the FY2024 Town Administrator Recommended Budget, as presented. The deadline for ballot questions (such as an override request) on the May 2023 ballot, is early April.

The only tax-supported Warrant Article assumed in the Omnibus Budget at this time is a contribution to the Capital Expenditure Fund, with the Recommendation to hit 3% of Omnibus Budget, per the Financial Policies adopted by the Select Board and Finance Committee in late 2021.

Requests for tax-supported Warrant Articles should be encouraged to wait until the October 2023 Fall Town Meeting, unless the issue is needed for the health and safety of residents.

### **Conclusion**

Credit for this budget document belongs to the entire financial team of the Town. From the bottom-line balancing of revenues and expenditures to the individual line-item requests, developing a balanced budget each year requires months of preparation and dedication by staff at many levels within the organization.

cc:	Select Board	Chris Heymanns, Finance Director – Treasurer/Collector
	Finance Committee	
	School Committee	Department/Division Managers

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### **FY2024 Budget Process & Schedule**

*Revised*

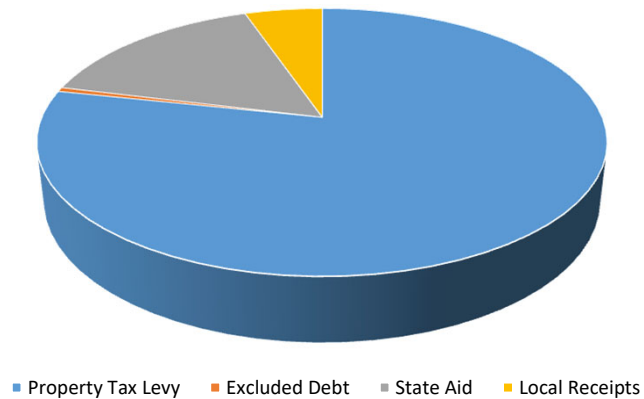
- |   |                       |
|---|-----------------------|
| ➤ <b>FY2024 Budget Preparation Packet – Sent to Departments/Boards/Committees</b>   | <b>Nov. 30, 2022</b>  |
| ➤ <b>Departmental Requests Received by Town Administrator</b>   | <b>Jan. 20, 2023</b>  |
| ➤ <b>Holliston Public Schools – Superintendent Budget Presentation</b>  | <b>Feb. 16, 2023</b>  |
| ➤ <b>Town Administrator Recommended Budget</b>  | <b>March 2, 2023</b>  |
| ➤ <b>Select Board Recommended Budget</b><br><i>Select Board budget review schedule included in FY2024 Budget Preparation Packet;<br/>weekly from January 17, 2023 to March 6, 2023</i>  | <b>March 21, 2023</b> |
| ➤ <b>Finance Committee Recommended Budget</b><br><i>Finance Committee budget review schedule included in FY2024 Budget Preparation Packet;<br/>weekly from January 17, 2023 to March 21, 2023 (deliberation in early April)</i> | <b>April 18, 2023</b> |
| ➤ <b>Town Meeting Approval of Budget</b>  | <b>May 15, 2023</b>   |

All steps of the budget process will be available to Town Meeting voters, including the original departmental request.

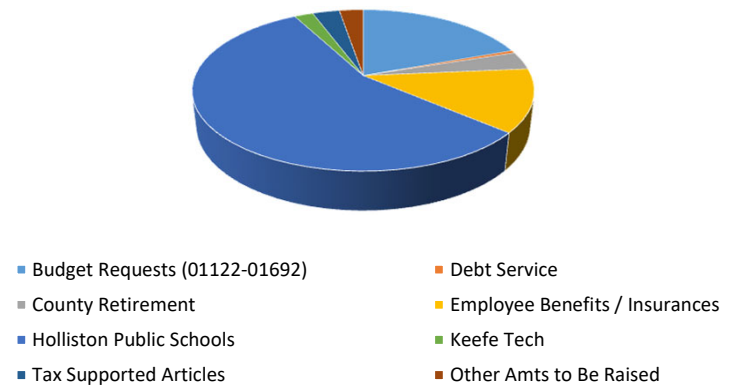
### FY2024 Revenue vs. Expenditures (Projections)

<u>Revenue</u>	FY19	FY20	FY21	FY22	FY23	FY24	Chg (\$)	Chg (%)	Level 2	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Tax Recap</u>	<u>Projected</u>	<u>FY23-24</u>	<u>FY23-24</u>	<u>Projected</u>	<u>FY24 Chg. Proj. to TA</u>
Property Tax Levy	45,032,722	47,377,103	49,244,454	51,389,656	54,530,022	56,861,536	2,331,514	4.28%	56,861,536	-
Excluded Debt	2,830,376	2,797,416	1,818,566	1,437,788	627,574	373,650	(253,924)	-40.46%	373,650	-
State Aid	9,201,436	10,410,654	10,419,725	10,525,254	11,209,150	11,528,743	319,593	2.85%	11,528,743	-
MSBA	2,184,017	2,184,017	951,513	951,517	-	-	-	0.00%	-	-
Local Receipts	4,735,665	4,410,725	4,718,563	4,952,130	3,597,076	3,811,235	214,159	5.95%	3,811,235	-
Other	-	-	-	254,461	231,000	-	(231,000)	-100.00%	-	-
<b>Subtotal GF Revenue</b>	<b>63,984,216</b>	<b>67,179,915</b>	<b>67,152,821</b>	<b>69,510,806</b>	<b>70,194,822</b>	<b>72,575,164</b>	<b>2,380,342</b>	<b>3.39%</b>	<b>72,575,164</b>	<b>-</b>
<u>Expenditures</u>	FY19	FY20	FY21	FY22	FY23	FY24	Chg (\$)	Chg (%)	Level 2	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Dept. Req.</u>	<u>FY23-24</u>	<u>FY23-24</u>	<u>FY24 TA Rec.</u>	<u>FY24 Level 1 to 2</u>
Budget Requests (01122-01692)	10,000,079	10,630,269	11,396,801	11,592,981	13,284,098	14,150,745	866,646	6.52%	14,124,541	(26,204)
Debt Service	5,385,553	5,292,868	3,012,553	2,400,638	627,574	377,650	(249,924)	-39.82%	377,650	-
County Retirement	1,961,571	2,010,385	2,144,455	2,375,731	2,607,227	2,491,009	(116,218)	-4.46%	2,611,009	120,000
Employee Benefits / Insurances	7,291,033	7,317,347	7,844,675	8,136,091	8,745,533	9,162,822	417,289	4.77%	9,186,822	24,000
Holliston Public Schools	33,110,115	34,947,263	35,139,715	37,098,523	38,845,279	40,529,934	1,684,655	4.34%	40,529,934	-
Keefe Tech	1,204,273	1,252,946	1,214,357	1,421,995	1,471,091	1,529,189	58,098	3.95%	1,529,189	-
Tax Supported Articles	1,300,000	1,761,000	2,243,740	1,988,500	1,875,000	2,200,000	325,000	17.33%	2,200,000	-
Other Amts to Be Raised	1,658,763	1,817,829	1,915,926	1,757,779	1,952,968	1,956,722	3,754	0.19%	1,956,722	-
	<b>61,911,387</b>	<b>65,029,907</b>	<b>64,912,222</b>	<b>66,772,238</b>	<b>69,408,770</b>	<b>72,398,071</b>	<b>2,989,301</b>	<b>4.31%</b>	<b>72,515,867</b>	<b>-</b>
<i>Projected Surplus/Deficit (Based on Tax Levy LIMIT)</i>						<b>177,093</b>			<b>59,297</b>	

FY2024 Estimated Revenues



FY2024 Operating Budget - TA Recommendation



REVENUE & EXPENDITURE DETAIL COMPARISON										Level 2	
REVENUE	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Tax Recap	FY24 Dept. Req.	Chg (\$) FY23-24	Chg (%) FY23-24		FY24 TA Rec.	Dept. Req. to TA Rec.
<b>PROPERTY TAX LEVY</b>											
R1 Tax Levy (Prop. 2.5 & New Growth)	45,032,722	47,377,103	49,244,454	51,389,656	54,530,022	56,861,536	2,331,514	4.28%		56,861,536	-
R2 Excluded Debt Service	2,830,376	2,797,416	1,818,566	1,437,788	627,574	373,650	(253,924)	-40.46%		373,650	-
Subtotal Tax Levy Revenue	47,863,098	50,174,519	51,063,020	52,827,444	55,157,596	57,235,186	2,077,590	3.77%		57,235,186	-
<b>STATE AID</b>											
R3 Cherry Sheet (Ch. 70 & UGGA)	9,201,436	10,410,654	10,419,725	10,525,254	11,209,150	11,528,743	319,593	2.85%		11,528,743	-
R4 MSBA (old methodology)	2,184,017	2,184,017	951,513	951,517	-	-	-	0.00%		-	-
Subtotal State Aid	11,385,453	12,594,671	11,371,238	11,476,771	11,209,150	11,528,743	319,593	2.85%		11,528,743	-
<b>LOCAL RECEIPTS</b>											
R5 MV Excise	2,512,954	2,449,171	2,668,147	2,553,188	2,200,000	2,220,000	20,000	0.91%		2,220,000	-
R6 Penalties & Interest	148,727	119,814	191,453	182,375	125,000	125,000	-	0.00%		125,000	-
R7 PILOT	42,182	44,266	45,147	46,052	80,000	250,000	170,000	212.50%		250,000	-
R8 Solid Waste Fees	61,080	74,734	98,235	87,974	65,000	70,000	5,000	7.69%		70,000	-
R9 Other Charges for Services	176,262	185,076	225,951	267,826	150,000	150,000	-	0.00%		150,000	-
R10 Fees	443,060	457,431	170,935	241,993	155,000	155,000	-	0.00%		155,000	-
R11 Rentals (Pinecrest)	60,000	60,000	60,000	60,000	60,000	60,000	-	0.00%		60,000	-
R12 Other Dept. Revenue (incl. Ambulance)	396,351	343,888	400,473	435,114	290,000	290,000	-	0.00%		290,000	-
R13 Licenses & Permits	553,396	406,284	705,534	748,324	375,000	405,000	30,000	8.00%		405,000	-
R14 Fines & Forfeits	49,552	38,455	17,822	41,808	20,000	20,000	-	0.00%		20,000	-
R15 Investment Income	163,673	165,305	33,382	21,106	22,000	22,000	-	0.00%		22,000	-
R16 Medicaid Reimbursement	86,089	39,964	86,047	257,038	50,000	40,000	(10,000)	-20.00%		40,000	-
R17 Miscellaneous Recurring	42,339	26,337	15,437	9,332	5,076	4,235	(841)	-16.57%		4,235	-
R18 Solar	-	-	-	-	-	-	-	0.00%		-	-
Subtotal Local Receipts	4,735,665	4,410,725	4,718,563	4,952,130	3,597,076	3,811,235	214,159	5.95%		3,811,235	-
<b>WATER ENTERPRISE FUND</b>											
R19 Water Rate Revenue	2,241,087	2,296,197	2,281,151	2,504,266	3,107,052	3,572,477	465,425	14.98%		3,399,681	(172,796)
<b>OTHER AVAILABLE FUNDS</b>											
R20 Free Cash	3,022,466	2,867,104	2,854,475	3,451,500	3,859,028	-	(3,859,028)	-100.00%		-	-
R21 Capital Expenditure Fund	1,341,460	2,433,627	3,411,409	2,274,877	4,204,762	-	(4,204,762)	-100.00%		-	-
R22 Community Preservation	463,500	952,822	540,420	275,812	1,296,952	-	(1,296,952)	-100.00%		-	-
R23 Other	-	-	-	254,461	231,000	-	(231,000)	0.00%		-	-
Subtotal - Other Available	4,827,426	6,253,553	6,806,304	6,256,650	9,591,742	-	(9,591,742)	-100.00%		-	-
<b>TOTAL REVENUE / AVAILABLE FUNDS</b>	<b>71,052,729</b>	<b>75,729,665</b>	<b>76,240,276</b>	<b>78,017,261</b>	<b>82,662,616</b>	<b>76,147,641</b>	<b>(6,514,975)</b>	<b>-7.88%</b>		<b>75,974,845</b>	<b>(172,796)</b>
<b>GF REVENUE (NOT INCL. WATER + OTHER)</b>	<b>63,984,216</b>	<b>67,179,915</b>	<b>67,152,821</b>	<b>69,256,345</b>	<b>69,963,822</b>	<b>72,575,164</b>	<b>2,611,342</b>	<b>3.73%</b>		<b>72,575,164</b>	<b>-</b>

5-Year Revenue to Budget Projection					
Assumption	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
2.5% + NG Schedule	58,608,075	60,398,276	62,233,233	64,114,064	66,041,916
Tax Levy Proj.	58,981,725	60,756,926	62,576,883	64,447,714	66,225,316
4.03% (CAGR) Schedule	11,992,932	12,475,811	12,978,132	13,500,679	14,044,265
State Aid Proj.	11,992,932	12,475,811	12,978,132	13,500,679	14,044,265
2.0%	2,231,100	2,242,256	2,253,467	2,264,734	2,276,058
2.0%	127,500	130,050	132,651	135,304	138,010
2.0%	255,000	260,100	265,302	270,608	276,020
2.0%	71,400	72,828	74,285	75,770	77,286
2.0%	153,000	156,060	159,181	162,365	165,612
Flat	155,000	155,000	155,000	155,000	155,000
Flat	60,000	60,000	60,000	60,000	60,000
Flat	290,000	290,000	290,000	290,000	290,000
2.0%	413,100	421,362	429,789	438,385	447,153
Flat	20,000	20,000	20,000	20,000	20,000
Flat	22,000	22,000	22,000	22,000	22,000
Flat	40,000	40,000	40,000	40,000	40,000
Flat	-	-	-	-	-
Lease	217,000	217,000	217,000	217,000	217,000
Local Receipt Proj.	4,055,100	4,086,656	4,118,675	4,151,166	4,184,139
Rate	3,510,171	3,624,251	3,742,039	3,863,656	3,989,224
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
<b>REVENUE PROJ.</b>	<b>78,539,927</b>	<b>80,943,644</b>	<b>83,415,730</b>	<b>85,963,215</b>	<b>88,442,944</b>

EXPENDITURE										Level 1	Level 2
EXPENDITURE	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Dept. Req.	Chg (\$) FY23-24	Chg (%) FY23-24		FY24 TA Rec.	Dept. Req. to TA Rec.
<b>E1 General Government</b>	1,844,221	1,888,513	2,207,234	1,844,525	2,291,292	2,402,657	111,365	4.86%		2,393,913	(8,744)
E2 Public Safety	3,847,769	4,071,209	4,188,548	4,500,018	5,259,425	5,584,014	324,589	6.17%		5,584,014	-
E3 Education	34,314,388	36,200,209	36,354,072	38,520,518	40,316,370	42,059,123	1,742,753	4.32%		42,059,123	-
E4 Land Use	294,337	331,451	308,071	335,268	421,834	475,037	53,203	12.61%		474,337	(700)
E5 Public Works (incl. Snow & Ice, Fuels, WWTP)	1,739,242	1,672,157	1,920,392	2,066,518	2,247,347	2,389,226	141,879	6.31%		2,389,226	-
E6 Facilities Management (Town-side)	140,522	164,684	215,726	270,261	285,224	314,990	29,766	10.44%		314,990	-
E7 Solid Waste (Muni. Trash)	1,027,896	1,262,685	1,274,518	1,234,435	1,376,118	1,474,188	98,070	7.13%		1,474,188	-
E8 Health & Human Services (BOH, COA, YFS, Vets)	491,521	600,768	642,118	670,406	703,285	731,916	28,630	4.07%		731,266	(650)
E9 Library	498,627	509,852	514,201	529,670	552,462	624,769	72,307	13.09%		608,659	(16,110)
E10 Parks & Recreation	115,944	128,950	125,993	141,880	147,111	153,948	6,837	4.65%		153,948	-
E11 Debt Service	5,385,553	5,292,868	3,012,553	2,400,638	627,574	377,650	(249,924)	-39.82%		377,650	-
E12 County Retirement	1,961,571	2,010,385	2,144,455	2,375,731	2,607,227	2,491,009	(116,218)	-4.46%		2,611,009	120,000
E13 Employee Benefits / Insurances	7,291,033	7,317,347	7,844,675	8,136,091	8,745,533	9,162,822	417,289	4.77%		9,186,822	24,000
E14 Warrant Articles (Tax Supported)	1,300,000	1,761,000	2,243,740	1,988,500	2,000,000	2,200,000	325,000	17.33%		2,200,000	-
Subtotal	60,252,624	63,212,078	62,996,296	65,014,459	67,455,802	70,441,349	2,985,547	4.43%		70,559,145	117,796
<b>E15 Water Enterprise Fund</b>	2,241,087	2,296,197	2,312,475	2,504,266	3,107,052	3,572,477	602,786	19.40%		3,399,681	(172,796)
<b>E16 Warrant Articles (non-Tax Supported)</b>	4,827,426	6,253,553	6,806,304	6,256,650	9,360,742	-	(9,360,742)	-100.00%		-	-
<b>OTHER AMOUNTS TO BE RAISED</b>											
E17 Cherry Sheet Charges	504,923	748,503	720,111	703,461	618,946	675,516	56,570	9.14%		675,516	-
E18 Cherry Sheet Offsets	825,680	727,036	683,936	690,704	972,765	681,206	(291,559)	-29.97%		681,206	-
E19 Overlay	328,160	342,290	511,879	363,614	361,257	600,000	238,743	66.09%		600,000	-
Subtotal	1,658,763	1,817,829	1,915,926	1,757,779	1,952,968	1,956,722	3,754	0.19%		1,956,722	-
<b>TOTAL TO BE RAISED / EXPENDITURE</b>	<b>68,979,900</b>	<b>73,579,657</b>	<b>74,031,001</b>	<b>75,533,154</b>	<b>81,876,564</b>	<b>75,970,548</b>	<b>(5,906,016)</b>	<b>-7.21%</b>		<b>75,915,548</b>	<b>(55,000)</b>
<b>TOTAL TO BE RAISED, LESS WARRANT</b>	<b>64,152,474</b>	<b>67,326,104</b>	<b>67,224,697</b>	<b>69,276,504</b>	<b>72,515,822</b>	<b>75,970,548</b>	<b>3,454,726</b>	<b>4.76%</b>		<b>75,915,548</b>	<b>(55,000)</b>
<b>CURRENT SURPLUS / DEFICIT</b>					<b>786,052</b>	<b>177,093</b>				<b>59,297</b>	

Assumption	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected
2.5%	2,453,761	2,515,105	2,577,982	2,642,432	2,708,493
2.5%	5,723,614	5,866,705	6,013,372	6,163,707	6,317,799
3.25% HPS	43,494,858	44,982,587	46,524,414	48,122,543	49,779,281
2.5%	486,195	498,350	510,809	523,579	536,669
2.5%	2,448,957	2,510,181	2,572,935	2,637,258	2,703,190
2.5%	322,865	330,936	339,210	347,690	356,382
2.5%	1,511,043	1,548,819	1,587,539	1,627,228	1,667,908
2.5%	749,547	768,286	787,493	807,180	827,360
2.5%	623,875	639,472	655,459	671,846	688,642
2.5%	157,797	161,742	165,785	169,930	174,178
Schedule	358,650	343,650	333,650	323,650	313,650
6.0%	2,767,670	2,933,730	3,109,753	3,296,339	3,494,119
6.0%	9,745,866	10,315,811	10,919,583	11,559,202	12,236,809
2.5%	2,666,000	2,322,650	2,380,716	2,440,234	2,501,240
Budget Proj.	73,110,697	75,738,024	78,478,702	81,192,567	84,163,670
Rate Proj.	3,510,171	3,624,251	3,742,039	3,863,656	3,989,224
No Assump.	-	-	-	-	-
7.9% CAGR	742,990	780,140	819,147	860,104	903,109
	624,007	655,208	687,968	722,366	758,485
	607,955	616,015	624,181	632,457	640,841
Other Proj.	1,974,952	2,051,362	2,131,296	2,214,927	2,302,435
<b>EXPEND. PROJ.</b>	<b>78,595,820</b>	<b>81,413,636</b>	<b>84,352,038</b>	<b>87,271,149</b>	<b>90,455,330</b>
<b>5-Year PROJ.</b>	<b>(55,893)</b>	<b>(469,992)</b>	<b>(936,308)</b>	<b>(1,307,934)</b>	<b>(2,012,386)</b>

**Town of Holliston**  
**FY24 Financing Sources – General Fund Revenues**

**Summary**

Generally, the budget review process focuses on Departmental Requests for spending in the coming fiscal year to meet the demand for services in the community, but the financing sources (i.e. Revenue) used by the Town of Holliston are a major component to consider for context of the affordability of Departmental Requests in the short and long-term.

A 5-Year Forecast of Revenues and Expenditures (pg. 14) is provided for additional context to highlight the potential pain-points of decisions made today, and the opportunities vs. risks that the Town faces in the future. This Forecast does not guarantee future funding for any department – all future budgets are subject to Town Meeting appropriation on an annual basis – nor are the revenue projections definite.

The **Town's four major revenue categories** are: **(1) Tax Levy**, **(2) State Aid**, also known as Cherry Sheet Revenue, **(3) Local Receipts**, and **(4) Other Available Funds**. The Town generally appropriates from "Other Available Funds" at the October Fall Town Meeting, when Free Cash is certified by MassDOR's Division of Local Services (DLS), though this is practice, not policy.

The majority of the revenue determination process is based on estimating collections using historical data, real-time collections, and anticipated future changes. With a statutory annual limit on the growth of the Tax Levy (see Glossary for definition of Proposition 2 ½), the estimation of other revenue sources follows a conservative approach to ensure the budget remains balanced, as any revenue category falling significantly short of projection would result in a need to cut spending (which generally means layoffs, with 70%+ of Operating Budget being personnel) or require shifting costs to the Tax Levy through an override vote at Town Meeting.

**Tax Levy**

*(Real Estate Taxes for Residential, Commercial, Industrial & Personal Property)*

The primary source of revenue for the Town of Holliston (and all municipalities in the Commonwealth) is the Tax Levy. In the FY2024 Town Administrator Recommended budget, taxes account for 78.86% of all estimated General Fund operating revenue, including the excluded debt service of \$373,650 which is raised outside of the Prop. 2 ½ Levy. In FY2023, 86.33% of Tax Levy was attributed to residential properties, with CIP (Commercial, Industrial, Personal Property) making up the other 13.67% of Levy.

For purposes of taxation, real property includes land and buildings and improvements erected or affixed to land. Personal property consists of stock, inventory, furniture, fixtures, and machinery. The Town's Board of Assessors determines the value of all taxable land, which is revalued at fair market value every five years and updated every year. Personal property is also reviewed annually by the Board of Assessors to determine values.

Under the provisions of Proposition 2 ½, aggregate property taxes may not exceed 2.5% of their "full and fair cash value" – this is referred to as the "Levy Ceiling." In addition, annual levy increases cannot be greater than 2.5% of the previous year's "Levy Limit" plus the New Growth (see Glossary) in taxes added from any new properties, renovation to existing properties, or condominium conversions. Assessors are required to submit information on New Growth in the tax base for approval by MassDOR's DLS as part of the tax rate setting process.

The maximum Tax Levy for FY2024 (or Levy Limit) is estimated in the Town Administrator Recommended Budget to be \$56,861,536 (before excluded debt service), which is the prior year's Levy Limit (\$55,157,596) with an additional 2.5% (\$1,378,940) and a FY2024 New Growth estimate of \$325,000. The certified New Growth from FY2023 has increased the Levy Limit above prior year projections by coming in at \$1.5 million in FY2023, rather than the assumed \$325,000. The

Town has also previously approved a Debt Exclusion for borrowing that allows for taxation outside of Prop. 2 ½ and this adds \$373,650 in FY2024, meaning that the total Tax Levy (with excluded debt service) to be raised is estimated at \$57,235,186. Using the valuation of all taxable property from FY2023 (\$3.53 billion), this total Tax Levy (with excluded debt service) would result in a tax rate of \$16.21 per \$1,000 of value. This is subject to change with updated property values, and/or changes to other revenue assumptions. Reductions to the budget can reduce the use of Tax Levy, and thus lower the tax rate. Additionally, increases/decreases to the total valuation of taxable property, will impact the tax rate, which is simply a function of the Tax Levy approved by Town Meeting, and the values of property set by the Board of Assessors and certified by MassDOR.

### **State Aid**

#### *(Cherry Sheet Revenues for Chapter 70 and UGGA)*

State Aid is funded monthly and detailed through the Commonwealth's "Cherry Sheet," named for the cherry-colored paper on which it was originally printed. The main drivers of State Aid are Chapter 70 school aid and Unrestricted General Governmental Aid (UGGA), though there are other categories that contribute annually. The other items to monitor in relation to State Aid are the "Offsets" and "Charges" that are found other "Revenue Offsets" with Overlay.

For budgeting purposes, estimates are generally based on the Governor's initial budget submission (included in this FY2024 Revenue Estimate), which is then revised as the budget moves through the House, Senate and Committee, and back to the Governor for final approval and signature. The State's FY2021 and FY2022 budget processes were significantly impacted by COVID-19 when it comes to the budget calendar, but the FY2024 budget process followed a traditional schedule, and FY2024 has only been slightly delayed due to a change in Administration in the Governor's Office from Governor Baker to Governor Healey.

The Town Administrator Recommended FY2024 Budget assumes that the Governor's proposed State Aid for Holliston is the "floor" and that the remaining process will either hold the Town harmless (i.e. match the proposal) or increase the revenue, which could then be considered at the October 2023 Fall Town Meeting, before the Tax Rate Setting process is completed in November/December of 2023.

The FY2024 estimate for State Aid (\$11,528,743) is a \$318,593, or 2.85%, increase from prior year, and 15.9% of total revenue assumptions for the coming fiscal year. However, the Offsets and Charges reduce the net impact of State Aid (estimate of -\$1,356,722 total for FY2024). The Town experienced a "hiccup" in the FY2023 State Aid process, when offsets were increased at the last possible step in the process (the Conference Committee, or final step, following the Governor, House and Senate). The Town was able to balance the last minute increase, but has worked with Legislators to ensure this issue was fixed for FY2023 mid-year, and for FY2024 looking forward. This "fix" positively impacts the bottom line for FY2024. The net State Aid, when removing Offsets and Charges, is \$10,172,021 for FY2024:

- **Chapter 70** – Based on the Education Reform Act of 1993, and subsequent amendments, the Chapter 70 program is a formula-based initiative to provide critical financial support to local school districts. The program also established minimum spending levels by the district. While the Chapter 70 program was overhauled based on the 2019 Student Opportunities Act, the Town did not see a noticeable change beyond normal growth, until the current FY2023 revenue which was impacted by the Town's change to its Full Day Kindergarten program – removing the fee-based structure and increasing the enrollment calculation by approximately 100 students. The initial costs of changing the FDK model from fee-based were covered by the Town's ARPA funding, and the change in Chapter 70 formula now appears to be sustainable in this new paradigm, meaning that future increases to Chapter 70 will be compounded on this larger base figure. Current assumption: **\$8,910,063**.



- **UGGA** – The unrestricted aid amount is usually tied to forecasted revenue growth at the State level. The FY2024 proposed funding for communities increased by 2.0% in the Governor’s proposal (\$35,877 increase), but there is always a possibility of this increasing through the House and Senate to relieve budget constraints of cities and towns. Current assumption: **\$1,829,744**.
- **Other State Aid** – examples:
  - Veterans’ Benefits – Under Chapter 115, Section 6, municipalities receive a 75% State reimbursement on the total expenditures made on veterans’ benefits.
  - Exemptions for Veterans, Blind Persons, Surviving Spouses: Town receives reimbursement for property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elder persons.

### **Local Receipts**

*(Excise, Fees, Fines, Permits/Licenses, Income, etc.)*

The Local Receipts category presents the Town an opportunity (generally under specific statutes) to generate revenues other than real estate and personal property taxes. These include categories such as Motor Vehicle Excise, Payments in Lieu of Taxes, Charges for Services, Fees, Licenses and Permits, Penalties & Interest, Investment Income, Fines & Forfeits, and other miscellaneous income. Some categories are determined by State statute, while others are determined by local by-laws. Local receipts are estimated to be \$3,811,235, or 5.95% of total FY2024 revenue. This represents a \$214,159 (or 5.95%) increase from FY2023 to FY2024, with a few specific risk factors discussed below:

#### **Motor Vehicle Excise**

Motor Vehicle Excise (MVE) is a locally imposed annual tax assessed to owners of motor vehicles registered/principally garaged to addresses within the Town of Holliston (MGL Ch. 60A). The excise tax rate is set by statute at \$25 per \$1,000 of vehicle value based on a sliding scaled determined by the manufacturer’s list price (MSRP) and year of the vehicle (calculated by the Commonwealth, not the Town). MVE is historically the greatest and most dependable local receipt in most communities, including Holliston. The **FY2024 projection of \$2,220,000 is a \$20,000 (or 0.91%)** increase from FY2023, and comfortably below the 5-year average for FY2018-2022 actuals of \$2,510,026. This category always presents a risk, as the revenue is not collected until the end of Q3 of the fiscal year, and if the Town were not to reach its assumed revenue target, there would be limited options in March to make up for a revenue shortfall. MVE is just under 60% of the total Local Receipts category in FY2023.

#### **Penalties & Interest on Taxes and Excise**

The Town receives interest and charges on overdue taxes. Interest rates are set for overdue real and personal property taxes, tax title accounts, and excise tax accounts. If real and personal property taxes are not paid by May 1, in the year of the tax, a demand for payment notice is sent to delinquent taxpayers. Once a delinquent real estate account goes into a process of tax title, there are other fees added to the property tax bills. These charges include the cost of recording the redemption and demand notices. **The FY2024 estimate is \$125,000.**

#### **Payments in Lieu of Taxes (PILOT)**

A PILOT is an agreement between a municipality and an entity that is not subject to local taxation, such as a non-profit, charitable, or educational organization, whereby the organization agrees to make a voluntary payment to the municipality. The PILOT payments received by the Town of Holliston are historically related to several properties that are considered HUD Housing, but changes in State statute regarding solar projects has now classified some revenue as PILOT, and two recent agreements for projects on Marshall Street (one private, one public) have added about \$170,000 to this category for FY2024. **The FY2024 estimate is \$250,000.**

## Solid Waste Fees

Curbside pickup is paid for through the Omnibus Budget and is contracted with EL Harvey's [purchased by WIN Waste]. Outside of the normal waste stream, other waste can be arranged with [trash stickers](#) handled through the Treasurer/Collectors Office. **The FY2024 estimate is \$70,000**, though the Town is entering the final year of a 5-year contract and any changes to the agreement may impact this Local Receipt category in FY2025 and beyond.

## Other Charges for Services (DLS "Fees")

The DLS category most closely aligns with Holliston fees. This category has shown steady growth over the last 5 years but is generally considered a high risk category during market downturns. **The FY2024 estimate of \$150,000** is below 5-year average, but in line with low mark for revenue during that period.

## Fees (DLS "Miscellaneous")

The DLS category most closely aligns with Holliston's miscellaneous revenue. Historically, revenue from Host Communities Agreements with cannabis companies have been reflected here, but **not assumed** for the coming fiscal year because of changing regulations from the State and the Cannabis Control Commission (CCC). By not assuming this non-tax revenue, it does not allow for corresponding budget increases, meaning when Community Impact Fees were ultimately removed in new legislation, there is no risk to the budget. Other interesting uses of this category includes a general fund grant for recycling bins which was reflected in this category in the past 5 years, increasing the 5-year average for revenue in this category to \$329 thousand. **The FY2024 estimate is \$155,000.**

## Rentals

The Town-owned Pinecrest Golf Course has two contracted services: (1) the clubhouse kitchen is contracted to Anthony's On the Green, and (2) the golf course and pro shop are run by New England Golf. Revenue from these two contracts runs through a Revolving Fund, which is authorized to spend annually by Town Meeting. Both contracts are set to expire in CY2023 and will be put out for Request for Proposals (RFPs). As part of this category, the Revolving Fund contributes to the General Fund \$60,000, per year. **The FY2024 estimate is \$60,000.**

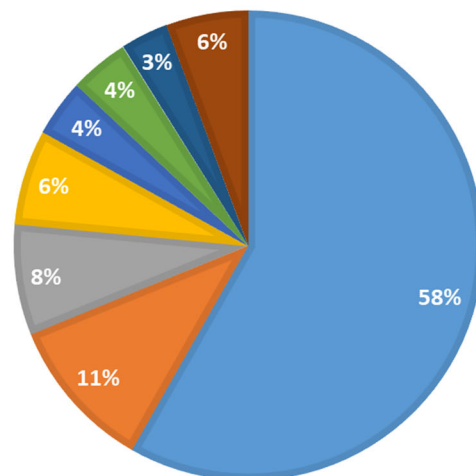
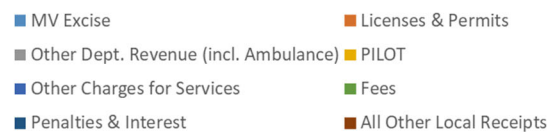
## Other Departmental Revenue

The main revenue for this category is Ambulance charges, which was previously handled through a Revolving Fund but was moved to the General Fund with revenue reflected in this category and the expenditures in the Omnibus Budget. Future Ambulance charges will be impacted when the Town is able to increase from Basic Life Support (BLS) licensure to Advanced Life Support (ALS) licensure, a goal explained and described in the Ambulance budget on page 67. **The FY2024 estimate is flat at \$290,000.**

## Licenses & Permits

This category is driven by permit revenue generated by the Land Use departments (namely, the Building Department) when residents and businesses pull building, or other permits to modify property. The revenue in this category was seeing a positive trend before the COVID-19 pandemic (beginning March 2020), but

FY2024 LOCAL RECEIPT ASSUMPTIONS - TA RECOMMENDED



with more residents and businesses with time to pursue building projects on their properties, this category hit \$705,534 in FY2021 and further peaked in FY2022 with \$748,324. FY2023 is still showing a strong trend, but when looking ahead the risk of this category comes with an assumed slowdown in the building market. **The FY2024 estimate is \$405,000**, which is also the actual revenue pulled in during FY2020, the last full year before COVID-19 impacted the market and the lowest revenue received in any of the past 5 fiscal years.

### **Fines & Forfeits**

Collection of court fines that usually come to the Town through the State. The 5-year trend for this category had been a steady decline, but the original FY2022 estimate of \$12,000 was doubled with \$41,808 actually received. **The estimate for FY2024 of \$20,000** is based on the low water mark of \$17,822 received in FY2021. This category is not a significant risk, but also a trend to monitor.

### **Investment Income**

Under Massachusetts General Law: “all monies held in the name of the Town, which are not required to be kept liquid for purpose of distribution, shall be invested in such a manner as to require the payment of interest on the money at the highest possible rate reasonably available.” Investment decisions are controlled by the Treasurer/Collector who must consider safety, liquidity and yield. The trend of this category has been impacted by decisions made by the Fed in relation to interest rates, and the Town has adopted a defensive stance to the category, holding the **FY2024 estimate flat at \$22,000**.

### **Medicaid Reimbursement**

The Medicaid program in this category relates specifically to school activities – school systems are mandated by the Individuals with Disabilities Education Act (IDEA) to provide health-related services to their special education student populations, and are therefore permitted to file claims for partial federal reimbursement of both their health service and administrative support expenditures incurred in providing those services. Qualifying administrative support expenditures fall into two categories: (1) support activities associated with the delivery of health-related services and (2) support activities that benefit a state’s Medicaid program administration. **The FY2024 estimate is \$40,000**.

### **Miscellaneous Recurring**

The only funding in this category is specific to bond premium and FY2023 is the final year this will be reflected for a maturing bond. **The FY2024 revenue is \$4,235**.

### **Solar**

The Town procured an agreement with SolSystems to install and operate a solar project at the Town’s capped/closed dump on Marshall Street, using a ballasted system designed to sit atop (and not pierce) the cap. The project progressed through various administrative and bureaucratic hurdles, including MassDEP, before getting delayed for final approval by ISO New England. Having now signed the execution documents with SolSystems in early 2023, the Town will receive limited funds immediately (within FY2023), but the overall agreement will be for 25-years with three sources of revenue: (1) Payment in Lieu of Taxes, or PILOT, discussed above, (2) Lease of property, and (3) revenue from power generation. The latter will go into a Revolving Fund established by Town Meeting, but the former two sources will go into the General Fund for a total estimated annual amount of \$267,000, of which \$56 thousand+ is PILOT and the remainder is lease payments. So while the PILOT assumption is reflected above, the Town Administrator’s Recommended Budget is **currently assuming \$0 for the FY2024 lease**, with approximately \$217,000 hitting this category for lease in future years. An excellent opportunity for non-tax revenue growth.

## FY2024 Omnibus Budget - May 2023 Annual Town Meeting

			Level 1						Level 2	
			FY2021	FY2022	FY2023	FY2024	FY23-24	FY23-24	FY2024	+/-
			Actual	Actual	Approved Budget	Department Request	(\$ Chg	(%) Chg	Town Admin. Rec.	of TA Rec. Chg. (\$)
01122	Select Board	Personnel	296,904	276,240	300,871	324,226	23,355	7.8%	324,226	-
		Operating	133,260	112,556	102,100	102,500	400	-1.9%	102,500	-
		Total	430,164	388,796	402,971	426,726	23,755	5.9%	426,726	-
01131	Finance Committee	Personnel	-	2,196	2,454	4,000	1,546	63.0%	4,000	-
		Operating	210	210	210	210	-	0.0%	210	-
		Total	210	2,406	2,664	4,210	1,546	58.0%	4,210	-
01132	Reserve Fund	Total	195,112	125,316	325,000	325,000	-	0.0%	325,000	-
01135	Town Accountant	Personnel	140,779	145,745	151,573	158,208	6,635	4.4%	163,161	4,953
		Operating	33,798	34,190	36,450	37,500	1,050	-0.3%	37,500	-
		Total	174,577	179,935	188,023	195,708	7,685	4.1%	200,661	4,953
01141	Board of Assessors	Personnel	196,590	205,494	202,340	207,923	5,583	2.8%	207,923	-
		Operating	22,943	36,057	58,885	101,218	42,333	15.6%	87,218	(14,000)
		Total	219,533	241,551	261,225	309,141	47,916	18.3%	295,141	(14,000)
01145	Treasurer/Collector	Personnel	317,869	287,435	314,096	326,194	12,098	3.9%	326,194	-
		Operating	44,032	49,163	57,600	60,620	3,020	0.2%	60,620	-
		Total	361,901	336,598	371,696	386,814	15,118	4.1%	386,814	-
01152	Human Resources	Personnel	-	95,886	122,333	126,926	4,593	3.8%	126,926	-
		Operating	-	5,720	24,510	24,260	(250)	-0.8%	24,260	-
		Total	-	101,606	146,843	151,186	4,343	3.0%	151,186	-
01155	Technology	Personnel	97,645	104,668	116,045	119,656	3,611	3.1%	119,656	-
		Operating	122,252	133,468	151,530	157,398	5,868	-0.1%	157,701	303
		Capital Outlay	34,555	9,607	45,976	45,976	-	0.0%	45,976	-
		Total	254,452	247,743	313,551	323,030	9,479	3.0%	323,333	303
01161	Town Clerk	Personnel	144,748	150,959	161,768	168,709	6,941	4.3%	168,709	-
		Operating	7,261	10,261	13,020	11,344	(1,676)	-1.3%	11,344	-
		Total	152,009	161,220	174,788	180,053	5,265	3.0%	180,053	-
01162	Elections	Personnel	23,284	3,644	31,661	25,694	(5,967)	-18.8%	25,694	-
		Operating	12,654	5,897	15,570	16,095	525	7.3%	16,095	-
		Total	35,938	9,541	47,231	41,789	(5,442)	-11.5%	41,789	-
01171	Conservation Comm.	Personnel	50,459	51,468	59,996	62,096	2,100	3.5%	62,096	-
		Operating	3,977	1,892	4,050	4,150	100	-0.1%	4,150	-
		Total	54,436	53,360	64,046	66,246	2,200	3.4%	66,246	-
01175	Planning Board	Personnel	96,869	101,914	108,038	109,697	1,659	1.5%	109,697	-
		Operating	3,211	3,416	3,400	5,050	1,650	1.4%	5,050	-
		Total	100,080	105,330	111,438	114,747	3,309	3.0%	114,747	-
01176	Zoning Board	Personnel	6,253	5,858	7,276	7,213	(63)	-0.9%	7,213	-
		Operating	2,225	3,820	3,875	3,875	-	0.3%	3,875	-
		Total	8,478	9,678	11,151	11,088	(63)	-0.6%	11,088	-
01182	Economic Dev.	Personnel	-	-	-	50,000	50,000	100.0%	50,000	-
		Operating	788	4,056	14,000	1,000	(13,000)	164.3%	1,000	-
		Total	788	4,056	14,000	51,000	37,000	264.3%	51,000	-

## FY2024 Omnibus Budget - May 2023 Annual Town Meeting

						Level 1			Level 2		
			FY2021	FY2022	FY2023	FY2024	FY23-24	FY23-24	FY2024	+/-	
			Actual	Actual	Approved Budget	Department Request	(\$)	(%)	Town Admin. Rec.	of TA Rec. Chg.	
							Chg	Chg		(\$)	
01199	Sustainability	Total	47,738	47,520	50,000	51,500	1,500	3.0%	51,500	-	
01210	Police	Personnel	2,734,632	2,868,431	3,180,663	3,324,429	143,766	4.5%	3,324,429	-	
		Operating	195,593	211,275	214,589	257,050	42,461	35.6%	257,050	-	
		Capital Outlay	1,385	1,010	1,435	1,435	-	0.0%	1,435	-	
		Total	2,931,610	3,080,716	3,396,687	3,582,914	186,227	5.5%	3,582,914	-	
01211	Auxiliary Police	Total	13,517	3,534	16,002	16,002	-	0.0%	16,002	-	
01220	Fire	Personnel	717,003	739,150	866,659	792,390	(74,269)	-8.6%	792,390	-	
		Operating	79,943	129,247	98,670	145,145	46,475	245.7%	145,145	-	
		Capital Outlay	2,394	9,965	13,608	35,000	21,392	157.2%	35,000	-	
		Total	799,340	878,362	978,937	972,535	(6,402)	-0.7%	972,535	-	
01231	Ambulance	Personnel	303,750	361,451	637,338	759,352	122,014	19.1%	759,352	-	
		Operating	91,055	121,456	175,400	198,150	22,750	67.8%	198,150	-	
		Total	394,805	482,953	812,738	957,502	144,764	17.8%	957,502	-	
01241	Building Inspection	Personnel	130,210	146,121	201,699	211,556	9,857	4.9%	211,556	-	
		Operating	13,579	16,723	19,000	19,900	900	5.7%	19,200	(700)	
		Capital Outlay	500	-	500	500	-	0.0%	500	-	
		Total	144,289	162,844	221,199	231,956	10,757	4.9%	231,256	(700)	
01291	Emergency Mgmt	Personnel	-	5,000	5,000	5,000	-	0.0%	5,000	-	
		Operating	11,276	11,453	12,061	12,061	-	0.0%	12,061	-	
		Total	11,276	16,453	17,061	17,061	-	0.0%	17,061	-	
01292	Animal Control	Total	38,000	38,000	38,000	38,000	-	0.0%	38,000	-	
01420	DPW (Hwy)	Personnel	709,416	790,950	1,014,166	1,058,403	44,237	4.4%	1,058,403	-	
		Operating	280,438	331,619	351,311	357,878	6,567	3.6%	357,878	-	
		Capital Outlay	302,129	236,209	300,000	330,000	30,000	10.0%	330,000	-	
		Total	1,291,983	1,358,778	1,665,477	1,746,281	80,804	4.9%	1,746,281	-	
01422	Facilities Maint.	Personnel	95,556	97,592	100,524	103,540	3,016	3.0%	103,540	-	
		Operating	120,170	172,669	184,700	211,450	26,750	16.9%	211,450	-	
		Total	215,726	270,261	285,224	314,990	29,766	10.4%	314,990	-	
01423	Snow & Ice	Personnel	57,082	73,164	50,000	50,000	-	0.0%	50,000	-	
		Operating	338,732	347,871	200,000	200,000	-	0.0%	200,000	-	
		Total	395,814	421,035	250,000	250,000	-	0.0%	250,000	-	
01424	Street Lighting	Total	67,112	76,553	99,170	99,820	650	0.7%	99,820	-	
01433	Solid Waste	Total	1,274,518	1,234,435	1,376,118	1,474,188	98,070	7.1%	1,474,188	-	
01440	Wastewater Treatment	Total	85,302	100,853	97,700	108,125	10,425	10.7%	108,125	-	
01499	Motor Vehicle Fuels	Total	80,181	109,299	135,000	185,000	50,000	37.0%	185,000	-	
01512	Board of Health	Personnel	151,026	159,344	161,044	165,091	4,047	2.5%	165,091	-	
		Operating	7,247	7,405	8,450	8,450	-	0.0%	8,450	-	
		Total	158,273	166,749	169,494	173,541	4,047	2.4%	173,541	-	

## FY2024 Omnibus Budget - May 2023 Annual Town Meeting

						Level 1			Level 2		
			FY2021	FY2022	FY2023	FY2024	FY23-24	FY23-24	FY2024	+/-	
			Actual	Actual	Approved Budget	Department Request	(\$)	(%)	Town Admin. Rec.	of TA Rec. Chg.	
							Chg	Chg		(\$)	
01541	Council on Aging	Personnel	179,463	206,527	218,637	223,146	4,509	2.1%	223,146	-	
		Operating	56,594	45,213	55,340	63,879	8,539	19.0%	63,879	-	
		Total	236,057	251,740	273,977	287,025	13,048	4.8%	287,025	-	
01542	Youth & Family	Personnel	140,711	147,886	148,125	154,323	6,198	4.2%	154,323	-	
		Operating	18,104	12,983	17,200	19,820	2,620	132.9%	19,170	(650)	
		Total	158,815	160,869	165,325	174,143	8,818	5.3%	173,493	(650)	
01543	Veterans' Services	Benefits	46,296	46,250	50,000	50,000	-	0.0%	50,000	-	
		Operating	42,677	44,798	44,489	47,207	2,718	23.7%	47,207	-	
		Total	88,973	91,048	94,489	97,207	2,718	2.9%	97,207	-	
01610	Library	Personnel	351,334	363,980	373,066	436,469	63,403	17.0%	420,359	(16,110)	
		Operating	162,867	165,690	179,396	188,300	8,904	10.4%	188,300	-	
		Total	514,201	529,670	552,462	624,769	72,307	13.1%	608,659	(16,110)	
01650	Parks & Recreation	Personnel	125,993	132,125	147,111	153,948	6,837	4.6%	153,948	-	
		Operating	-	9,755	-	-	-	0.0%	-	-	
		Total	125,993	141,880	147,111	153,948	6,837	4.6%	153,948	-	
01660	Rail Trail	Total	1,000	293	5,000	5,000	-	0.0%	5,000	-	
01692	Celebrations	Total	2,000	2,000	2,300	2,500	200	8.7%	2,500	-	
01911	County Retirement	Total	2,144,455	2,375,731	2,607,227	2,491,009	(116,218)	-4.5%	2,611,009	120,000	
01912	Workers' Comp.	Total	283,171	302,068	360,200	380,969	20,769	5.8%	380,969	-	
01913	Unemployment	Total	41,438	41,662	50,000	50,000	-	0.0%	50,000	-	
01914	Employee Benefits	Total	7,274,235	7,426,875	7,999,027	8,340,143	341,116	4.3%	8,364,143	24,000	
01945	Liability Insurance	Total	245,831	365,486	336,306	391,710	55,404	16.5%	391,710	-	
	Subtotal - 01122 - 01945		21,296,958	22,104,803	24,636,858	25,804,576	1,167,718	4.7%	25,922,372	117,796	
01300	Holliston Public Schools*	Total	35,139,715	37,098,523	38,845,279	40,529,934	1,684,655	4.3%	40,529,934	-	
01371	Keefe Technical*	Total	1,214,357	1,421,995	1,471,091	1,529,189	58,098	3.9%	1,529,189	-	
	Education Subtotal		36,354,072	38,520,518	40,316,370	42,059,123	1,742,753	4.1%	42,059,123	-	
01710	Debt Service	Operating	2,000	2,000	4,000	4,000	-	0.0%	4,000	-	
		Debt Service	3,010,553	2,398,638	623,574	373,650	(249,924)	-40.1%	373,650	-	
		Total	3,012,553	2,400,638	627,574	377,650	(249,924)	-39.8%	377,650	-	
	Total		60,663,583	63,025,959	65,580,802	68,241,349	2,660,547	4.1%	68,359,145	117,796	
	Total, Less Debt Service		57,651,030	60,625,321	64,953,228	67,863,699	2,910,471	4.5%	67,981,495	117,796	

FY2024 Omnibus Budget - May 2023 Annual Town Meeting

			Level 1						Level 2	
			FY2021	FY2022	FY2023	FY2024	FY23-24	FY23-24	FY2024	+/-
			Actual	Actual	Approved Budget	Department Request	(\$ Chg	(%) Chg	Town Admin. Rec.	of TA Rec. Chg. (\$)
61450	Water Division (Enterprise)	Personnel	648,407	754,069	763,298	892,199	128,901	16.9%	872,110	(20,089)
		Benefits	194,424	222,383	243,566	280,623	37,057	15.2%	280,623	-
		Operating	772,543	864,062	791,620	1,287,822	496,202	158.9%	1,150,115	(137,707)
		Capital Outlay	7,522	15,000	-	15,000	15,000	0.0%	-	-
		Debt Service	682,101	663,752	1,293,568	1,096,833	(196,735)	-15.2%	1,096,833	-
		<b>Total</b>	<b>2,304,997</b>	<b>2,519,266</b>	<b>3,092,052</b>	<b>3,572,477</b>	<b>480,425</b>	<b>15.5%</b>	<b>3,399,681</b>	<b>(157,796)</b>

**Town of Holliston  
FY24 Select Board – Proposed Budget**

**SELECT BOARD (01122):**

**Description of Services**

**53000 – Professional Services** – The Town Administrator is the Chief Administrative Officer (CAO) for the Town, so the professional services (labor counsel) related to collective bargaining and PEC agreement(s) were previously reflected in this budget. With the creation of the Human Resources department, the costs of labor counsel (Brown & Feeley) was moved to the HR budget (01152-53000) in FY23. Non-labor legal costs were rolled under a flat fee with MTC in FY21-22 (agreement includes litigation) and this cost is increasing to \$5,500 per month (\$66,000 per year) but offers the Town cost certainty. There are a few specific instances that are not covered under the flat fee and must be accounted for in the budget (i.e. cost to record at the registry).

Other professional services for Select Board have included examples such as contracted LSP services for 9 Green Street and consulting services related to the solar project on Marshall Street.

**53006 – Professional Services for Marshall Street Testing** – Formerly a line item in the Board of Health budget, this line was eventually moved to the Public Buildings budget, and in FY22 was settled in the Select Board budget, as the Board has been responsible for overseeing the solar development of the former dump which has been capped. The solar company will take over maintenance of the surface of the old dump, but the Town will continue to be responsible for monitoring of the subsurface, though this will be offset by new revenue when the project is live.

**53400 – Communications** – The Select Board is responsible for legal notices for Public Hearings and other public facing requirements and needs. Additionally, the cell phone costs of the Town Administrator are covered in this line item. In FY23, adjustments were being made to reflect an increased service level with the new Assistant Town Administrator / HR Director (position created Nov. 1, 2022) increasing the function of Public Information Officer through various forms of communication, namely a quarterly newsletter and greater involvement with forms of social media.

**54200 – Office Supplies** – Supplies specific to the Select Board office, whereas Town Hall’s copier room supplies are covered elsewhere in the budget.

**57100 – Professional Development** – This line considers both MMA (Massachusetts-specific municipal support) and the ICMA (national municipal support) for the Town Administrator with resources being made available to the Select Board. The Assistant Town Administrator / HR Director uses the MMA for resources related to general government services but also the MMHR function.

**FY24 Departmental Goals**

1. Annual goals established in July by Select Board members
2. Oversee CBAs and PEC agreement(s) which run through June 30, 2024
3. Update / Review all Town policies and develop a policy/practice (electronic) handbook
4. Support various long-term planning initiatives – Economic Development Committee (EDC) visioning with MAPC, Envisioning Future Holliston (BerryDunn), etc.



## Staffing Levels

The Personal Services (51000) section of the budget is driven mainly by the Town Administrator's second contract, effective July 1, 2023 to June 30, 2025. The Assistant Town Administrator is reflected 50/50 in this budget and the HR budget (01152). The Administrative Assistant line reflects the full-time Office Manager, who is on the A-1 wage scale in the personnel by-laws. Part-time salaries reflect a permanent part-time support staff person that works Monday-Wednesday-Friday and additional support hours (7 hours/week) from a "floater" position shared with the Town Clerk's Office:

Select Board / Town Admin.	FY2022	FY2023	FY2024
Town Administrator	1.00	1.00	1.00
Assistant TA / HR Director*	0.50	0.50	0.50
Administrative Assistant	-	-	-
Office Manager	1.00	1.00	1.00
Permanent PT	0.45	0.45	0.45
Admin. Support (Town Clerk Floater)	0.13	0.13	0.13
<b>(01122) Subtotal</b>	<b>3.08</b>	<b>3.08</b>	<b>3.08</b>

*\*split with HR (01152)*

## Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget; certain costs are split with HR Budget (01152)

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Select Board – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>SELECT BOARD (01122)</b>									
51100	Administrative Salaries (TA)	130,550	160,782	168,311	171,666	185,000	13,334	7.8%	185,000	-
51100	Administrative Salaries (ATA)	0	0	34,000	52,275	53,948	1,673	3.2%	53,948	-
51110	Administrative Assistant	69,758	71,139	-	-	-	-	0.0%		
51113	Clerical	40,681	50,522	54,817	55,109	57,369	2,260	4.1%	57,369	-
51210	Temp. Part-time	0	13,936	18,837	21,546	27,709	6,163	28.6%	27,709	-
51400	Longevity	400	400	150	150	150	-	0.0%	150	-
51905	Board Salaries	100	125	125	125	50	(75)	-60.0%	50	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>241,489</b>	<b>296,904</b>	<b>276,240</b>	<b>300,871</b>	<b>324,226</b>	<b>23,355</b>	<b>7.8%</b>	<b>324,226</b>	-
53000	Professional Services	99,093	102,426	76,335	75,000	75,000	-	0.0%	75,000	-
53006	Prov. Svc. Marshall St Testing	13,600	21,867	28,242	15,000	15,000	-	0.0%	15,000	-
53400	Communications	2,858	3,267	3,335	3,750	4,000	250	6.7%	4,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>115,551</b>	<b>127,560</b>	<b>107,912</b>	<b>93,750</b>	<b>94,000</b>	<b>250</b>	<b>0.3%</b>	<b>94,000</b>	-
54200	Office Supplies	549	672	262	600	600	-	0.0%	600	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>549</b>	<b>672</b>	<b>262</b>	<b>600</b>	<b>600</b>	<b>-</b>	<b>0.0%</b>	<b>600</b>	-
57100	Professional Development	4,683	5,028	4,382	7,750	7,900	150	1.9%	7,900	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>4,683</b>	<b>5,028</b>	<b>4,382</b>	<b>7,750</b>	<b>7,900</b>	<b>150</b>	<b>1.9%</b>	<b>7,900</b>	-
					-					
<b>TOTAL</b>	<b>SELECT BOARD (01122)</b>	<b>362,272</b>	<b>430,164</b>	<b>388,796</b>	<b>402,971</b>	<b>426,726</b>	<b>23,755</b>	<b>5.9%</b>	<b>426,726</b>	-

**Town of Holliston**  
**FY24 Human Resources – Proposed Budget**

**Human Resources (01152):**

**Description of Services**

The primary expenses within the Human Resources budget is personnel services, which represents 84.03% of actual expenditures.

**53000 – Professional Services** – Labor Counsel Brown & Feeley falls under the professional service line in the HR budget for employment-related matters. This includes collective bargaining and PEC agreement(s) overseen by the Town Administrator/Chief Administrative Officer (CAO). The Select Board line item for Labor Counsel moved to this line under Human Resources in FY23.

**57100 – Professional Development** – The most valued accreditation in the country for Human Resources Management Professionals is the Society of Human Resources Management (SHRM). It requires extensive training and testing to earn the accreditation. It also requires 60 credits of continuing education each year. The funding of \$6,260 includes two annual memberships, offering access to law and employment related databases, news and resources. It also includes accreditation costs to maintain the HR Director’s Senior Certified Professional accreditation. The HR/Benefits Manager is in the process of earning a professional accreditation in FY24. The HR Director will explore lower cost options for eligible credits each year. The Town benefits from accredited HR services to mitigate legal issues, meet state and federal requirements related to employment matters, and deliver a wide range of trainings.

**FY23 Departmental Goals – Progress Update**

The Human Resources Department successfully transitioned responsibilities from the Treasurer’s office to the HR Director and the HR/Benefits Manager. All employee business for Town and Schools is conducted in the HR office, including new hire meetings, reporting, insurance claims, and confidential healthcare discussions. HR is also now responsible for all unemployment and Worker’s Compensation claims.

Critical to the success of transitioning duties from the Treasurer’s department to Human Resources is addressing the compliance requirements outlined in the HR Audit and the DLS Financial Report, and many of these recommendations are now implemented. (Out of 37 responsibilities, more than half of the audit items are in compliance; 5 recommendations were adopted in 2023 and about 10 are in process and/or in review stages.)

After the first year of a fully-staffed HR department, we have seen a very high level of utilization of HR services including benefits and retirement counseling, employee relations, (investigations and mitigation of legal issues often engaging labor counsel) and conflict resolution and training. The HR office has processed 286 Town and School employees in 2022 and processed dozens of retirements.

In FY23, a compensation study was completed by the consultant GovHR, and adjustments were made to positions in grades 100-500 based on market data, structure and job descriptions. HR updated all job descriptions and managed the process.

Public Safety has been a focus and will continue into FY24 as we follow the MRI study to address the needs of the Fire service and Fire/Police dispatch. Maintaining staffing levels during these transitions is critical this year. HR-specific responsibilities are related to Fire/EMS employment, compensation plan, employee policies, supporting employees in transition to other positions and/or retirements, and the hiring/promotional processes. Managing retention of dispatchers through this transitional year as we plan the move to a Regional Emergency Communications Center (RECC).

Human Resources now houses and secures all of the permanent personnel records for Town and Schools in HR-designated vaults in Town Hall and at 1750 Washington St. Some annual/semi-annual costs will be incurred to purchase filing cabinets to house the permanent employment records of hundreds of former Town and School employees that leave or retire each year. (Formerly budgeted by Treasurer’s office). This centralized personnel file administration system ensures confidentiality in all processes.

Managers received trainings in HR matters to ensure compliance with state/federal laws. In FY24, the ATA/Human Resources Director will be delivering required trainings to all staff: Anti-harassment, Conflict of Interest and Diversity, Equity and Inclusion training. In FY23, several policies including the Code of Conduct policy and Social Media Policy were updated, and we will continue update and roll out policies to employees.

In FY23, HR successfully recruited for leadership positions including Library Director, Treasurer/Collector, and several key assistant positions due to retirements. HR played an integral part of hiring/promoting staff to build a grounds division, attending meetings with stakeholders in Schools, Recreation and Town, and union representatives. The HR office also follows key best practices of retention and onboarding by following up with our new hires and their managers to ensure that needs are met and employees settle into positions successfully.

Schools are experiencing a high degree of turnover that has impacted the HR office. Our goal is to continue to work with the schools to identify opportunities to automate the onboarding process as much as possible.

**FY24 Department Goals**

1. Continue to work on the HR-related recommendations in several past audit reports.
2. Meet the recommendations of the MRI study as it relates to Fire/EMS employment, compensation plan, employee policies and hiring/promotional processes. Also addressing retention of dispatchers through a transitional year.
3. Review and update employee policies and deliver town-wide required trainings in Conflict of Interest, Anti-Harassment and code of Conduct/Mutual Respect in Workplace. This will also include the introduction to Diversity, Equity & Inclusion (DEI) practice and sensitivity training based on the Mass Municipal Manager’s Association (MMMA) Diversity Professional’s best practices.
4. Focus on recruitment strategies and succession planning strategies to address turnover due to retirements and the job market.

**Staffing**

Human Resources	FY2022	FY2023	FY2024
Assistant TA / HR Director*	0.50	0.50	0.50
HR Benefits Manager	1.00	1.00	1.00
<b>(01152) Subtotal</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

*\*split with Select Board / TA (01122)*

**FY23 Assistant Town Administrator (ATA) Goals – Progress Update**

The Town Administrator and the ATA are working closely to achieve goals set forth by the TA and the Select Board. This is a new role for the Town since November 1, 2021, and the ATA is participating in many town-wide initiatives including the Envisioning Future Holliston and the ARPA Steering Group. She also served on the Grounds Division subcommittee. The ATA is now appointed to the West Suburban Health Group, our health benefits administrator, and is also assigned to an Employee Safety Committee.

The ATA is continuing to develop communication strategies to reach residents and developing new strategies to enhance engagement. Initiatives that are important to residents are the focus, especially relating to public safety transitions, proposed capital plans and increasing attendance to Town Meeting. Holliston’s upcoming birthday planning for FY24 is also a milestone for communication efforts.

- A quarterly newsletter was developed; 1,200 subscribers in its first year
- Content is reused and shared on social media, to build connections with various groups within the community.
- The Community Profile page on the website now serves as a place to learn more about living and working in Holliston; further development underway.

## FY24 Assistant Town Administrator Goals

1. Develop the Public Information Officer duties to advance the goals of the TA, Select Board and Town.
2. Continue to Update/Review Town policies; develop a policy/practice handbook for elected/appointed officials.
3. Building community engagement using different communications tools.
  - Continue quarterly newsletter representing departments and initiatives; more content sharing/reuse.
  - Continue with a Social Media plan for regularly scheduled content.
  - Identify additional transparency efforts.
4. Participate in various community projects and groups as needed and assigned.
5. Future grant administration based on current projected opportunities.

## Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

### Town of Holliston FY23 Human Resources – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>HUMAN RESOURCES (01152)</b>								-	-
51100	Administrative Salaries (ATA/HR)	-	-	34,000	52,275	53,948	1,673	3.2%	53,948	-
51110	Administrative Assistant	-	-	61,886	70,058	72,978	2,920	4.2%	72,978	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	-	-	<b>95,886</b>	<b>122,333</b>	<b>126,926</b>	<b>4,593</b>	<b>3.8%</b>	<b>126,926</b>	-
53000	Professional Services	-	-	354	15,000	12,800	(2,200)	-14.7%	12,800	-
53400	Communications	-	-	1,271	750	2,700	1,950	260.0%	2,700	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	-	-	<b>1,625</b>	<b>15,750</b>	<b>15,500</b>	<b>(250)</b>	<b>-1.6%</b>	<b>15,500</b>	-
54200	Office Supplies	-	-	2,837	2,500	2,500	-	0.0%	2,500	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	-	-	<b>2,837</b>	<b>2,500</b>	<b>2,500</b>	-	<b>0.0%</b>	<b>2,500</b>	-
57100	Professional Development	-	-	1,258	6,260	6,260	-	0.0%	6,260	-
<b>57000</b>	<b>OTHER EXPENSES</b>	-	-	<b>1,258</b>	<b>6,260</b>	<b>6,260</b>	-	<b>0.0%</b>	<b>6,260</b>	-
<b>TOTAL</b>	<b>HUMAN RESOURCES (01152)</b>	-	-	<b>101,606</b>	<b>146,843</b>	<b>151,186</b>	<b>4,343</b>	<b>3.0%</b>	<b>151,186</b>	-

**Town of Holliston**  
**FY23 Treasurer/Collector – Proposed Budget**

**Treasurer/Collector (01145):**

**Description of Services**

The Treasurer/Collector's department controls the billing and collection of all real estate, personal property, and motor vehicle excise bills. In a combined effort with the Water department we also bill and collect the Town's water bills. The Treasurer/Collector is responsible for the oversight all Town funds and investments, facilitation of timely payments to Town vendors, and overseeing the Town's the payroll.

Administrative Assistant – 13.26% increase. This represents the end result of the departmental reorganization with Human Resources and the addition of the "Payroll Manager" title and responsibility to the Assistant Treasurer position.

Professional Services – 12.32% increase. This represents funding for the implementation of lockbox processing services with one of our banking partners. This is an opportunity for automation of certain receipts to the Town, resulting in improved efficiencies and a decreased risk from manual data entry.

Office Supplies – 20% decrease. Identified area for savings.

Longevity and Certification Stipends – Decreases of 80% and 100% respectively due to the retirement of the previous Treasurer/Collector.

**FY23 Department Goals – Progress Update**

1. Completion of a successful reorganization with the Human Resources Department.
2. On-track collection of all tax and utility bills, generating the below revenues to date:
  - a. Real Estate Tax - \$26,175,328 – Representing ½ of fiscal year bills.
  - b. Personal Property Tax - \$719,292 - Representing ½ of fiscal year bills.
  - c. Water - \$80,161 – Representing ½ of fiscal year bills.
  - d. Motor Vehicle Excise – Yet to be billed for the New Year, estimated revenue for FY24 projected at: \$2.3 Million
3. Successful management and execution of over 90 separate payrolls.

**FY24 Department Goals**

1. Maintain level service to the community by providing excellent customer service to residents of the Town through the office's front counter, online systems, and individual resident support.
2. Gather, consolidate, and formalize all existing standard operating procedures and identify areas that need additional clarity and documentation.
3. Identify opportunities for efficiencies both within the office and through our collaborative processes with other Town departments.

**Staffing:**

The department experienced significant staffing changes over the course of fiscal years 2022 and 2023, with some responsibilities being transitioned to the newly created Human Resources department.

<b>Treasurer/Collector</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Treasurer/Collector (Finance Director)	1.00	1.00	1.00
Assistant Treasurer (Payroll Mgr.)	1.00	1.00	1.00
Assistant Collector	1.00	1.00	1.00
Principal Clerk - Taxes	1.00	1.00	1.00
Principal Clerk - Payroll	1.00	1.00	1.00
<b>(01145) Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Treasurer/Collector – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>TREASURER/COLLECTOR</b>									
51100	Administrative Salaries	100,606	102,144	104,187	107,938	107,000	(938)	-0.9%	107,000	-
51110	Administrative Assistant	96,200	123,658	102,084	109,082	123,546	14,464	13.3%	123,546	-
51113	Clerical Salaries	113,190	90,767	79,914	95,826	95,598	(228)	-0.2%	95,598	-
51400	Longevity	250	300	250	250	50	(200)	-80.0%	50	-
51902	Certification Stipend	1,000	1,000	1,000	1,000	-	(1,000)	-100.0%	-	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>311,246</b>	<b>317,869</b>	<b>287,435</b>	<b>314,096</b>	<b>326,194</b>	<b>12,098</b>	<b>3.9%</b>	<b>326,194</b>	<b>-</b>
53000	Professional Services	19,434	15,924	23,790	25,000	28,080	3,080	12.3%	28,080	-
53002	Foreclosure-Legal	18,755	9,715	10,210	10,000	10,000	-	0.0%	10,000	-
53400	Communications	7,982	13,139	11,134	13,600	14,540	940	6.9%	14,540	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>46,171</b>	<b>38,778</b>	<b>45,134</b>	<b>48,600</b>	<b>52,620</b>	<b>4,020</b>	<b>8.3%</b>	<b>52,620</b>	<b>-</b>
54200	Office Supplies	4,527	4,050	3,116	5,000	4,000	(1,000)	-20.0%	4,000	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>4,527</b>	<b>4,050</b>	<b>3,116</b>	<b>5,000</b>	<b>4,000</b>	<b>(1,000)</b>	<b>-20.0%</b>	<b>4,000</b>	<b>-</b>
57100	Professional Development	1,314	1,204	913	4,000	4,000	-	0.0%	4,000	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>1,314</b>	<b>1,204</b>	<b>913</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>0.0%</b>	<b>4,000</b>	<b>-</b>
<b>TOTAL</b>	<b>TREASURER/COLLECTOR (01145)</b>	<b>363,258</b>	<b>361,901</b>	<b>336,598</b>	<b>371,696</b>	<b>386,814</b>	<b>15,118</b>	<b>4.1%</b>	<b>386,814</b>	<b>-</b>



**Town of Holliston**  
**FY24 Finance Committee & Reserve Fund – Proposed Budget**

**FINANCE COMMITTEE (01131):**

**Description of Services**

The Finance Committee is an elected committee of seven (7) members whose mission, by by-law, is to make recommendations to Town Meeting on all financial matters, including the budget. The Finance Committee can also authorize transfers from the Reserve Fund under certain circumstances (see below). This dedicated Finance Committee budget (01131) covers the cost of membership to an organization supporting Finance Committees in the Commonwealth of Massachusetts. Additionally, the administrative cost of taking and posting minutes shifted in fiscal year (FY22) to a “floater” position that is located in the Town Clerk’s Office and supports the Town Administrator’s Office as well as producing minutes for the Finance Committee. Based on turnover of this position, FY24 is based on a flat-fee per set of minutes format, projected at \$4,000 for FY24.

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>FINANCE COMMITTEE</b>								-	-
51113	Clerical Part-time	-	-	2,196	2,454	4,000	1,546	63.0%	4,000	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	-	-	<b>2,196</b>	<b>2,454</b>	<b>4,000</b>	<b>1,546</b>	<b>63.0%</b>	<b>4,000</b>	-
									-	-
54200	Office Supplies	-	-	-	-	-	-	0.0%	-	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	-	-	-	-	-	-	<b>0.0%</b>	-	-
									-	-
57100	Professional Development	210	210	210	210	210	-	0.0%	210	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>210</b>	<b>210</b>	<b>210</b>	<b>210</b>	<b>210</b>	-	<b>0.0%</b>	<b>210</b>	-
									-	-
<b>TOTAL</b>	<b>FINANCE COMMITTEE (01131)</b>	<b>210</b>	<b>210</b>	<b>2,406</b>	<b>2,664</b>	<b>4,210</b>	<b>1,546</b>	<b>58.0%</b>	<b>4,210</b>	-

**RESERVE FUND (01132):**

**Description of Services**

An amount set aside annually within the budget of a town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. The Finance Committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting.

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>RESERVE FUND</b>									
57810	Reserve Fund	56,575	195,112	125,316	325,000	325,000	-	0.0%	325,000	-
<b>TOTAL</b>	<b>RESERVE FUND (01132)</b>	<b>56,575</b>	<b>195,112</b>	<b>125,316</b>	<b>325,000</b>	<b>325,000</b>	-	<b>0.0%</b>	<b>325,000</b>	-

**Town of Holliston**  
**FY23 Town Accountant – Proposed Budget**

**Town Accountant (01135):**

**Description of Services**

The breakdown of the proposed budget is as follows:

- 80.8% is personal services
- 17.9% is the annual audit
- 1.3% is communications, office supplies and professional development

**FY24 Departmental Goals**

- Continue to expand staff duties and training departments using MUNIS
- Work with finance team to update and improve financial policies

**Staffing Levels**

The town accountant office is staffed by two people. The town accountant at 40 hour a week and one clerical position at 35 hours a week. Town Administrator Recommended Budget includes a reclassification of the clerical position to an Assistant Town Accountant position, see below.

<b>Town Accountant</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Town Accountant	1.00	1.00	1.00
Assistant Town Accountant	-	-	1.00
Principal Clerk	1.00	1.00	-
<b>(01135) Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: This is a level service budget with one recommended change, noted below.

New Requests Recommended by the Town Administrator: In the transition process created by a vacancy in the Town Accountant role, a 3<sup>rd</sup> party CPA firm evaluated the office, while supporting the day-to-day functions, and recommended that the Principal Clerk position be “upgraded” to an Assistant Town Accountant position. Functionally, this means moving from a 400 grade employee to a 500 grade employee in the Town’s Personnel By-Law Pay Scale.

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

**Town of Holliston**  
**FY24 Town Accountant – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>TOWN ACCOUNTANT</b>									
51100	Administrative Salaries	96,621	97,645	99,598	102,785	106,382	3,597	3.5%	106,000	(382)
51113	Clerical	33,547	42,134	45,097	47,738	50,776	3,038	6.4%	56,111	5,335
51400	Longevity	0	0	50	50	50	-	0.0%	50	-
51902	Certification Stipend	1,000	1,000	1,000	1,000	1,000	-	0.0%	1,000	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>131,168</b>	<b>140,779</b>	<b>145,745</b>	<b>151,573</b>	<b>158,208</b>	<b>6,635</b>	<b>4.4%</b>	<b>163,161</b>	<b>4,953</b>
53000	Professional Services	32,135	32,000	32,000	34,000	35,000	1,000	2.9%	35,000	-
53400	Communications	1,067	1,120	975	1,150	1,150	-	0.0%	1,150	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>33,202</b>	<b>33,120</b>	<b>32,975</b>	<b>35,150</b>	<b>36,150</b>	<b>1,000</b>	<b>2.8%</b>	<b>36,150</b>	<b>-</b>
54200	Office Supplies	336	523	499	600	600	-	0.0%	600	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>336</b>	<b>523</b>	<b>499</b>	<b>600</b>	<b>600</b>	<b>-</b>	<b>0.0%</b>	<b>600</b>	<b>-</b>
<b>57100</b>	Professional Development	80	155	716	700	750	50	7.1%	750	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>80</b>	<b>155</b>	<b>716</b>	<b>700</b>	<b>750</b>	<b>50</b>	<b>7.1%</b>	<b>750</b>	<b>-</b>
<b>TOTAL</b>	<b>TOWN ACCOUNTANT (01135)</b>	<b>164,786</b>	<b>174,577</b>	<b>179,935</b>	<b>188,023</b>	<b>195,708</b>	<b>7,685</b>	<b>4.1%</b>	<b>200,661</b>	<b>4,953</b>

**Town of Holliston**  
**FY24 Board of Assessors – Proposed Budget**

**Board of Assessors (01141):**

**Description of Services**

**51100 – Professional Services** –Professional Services balance employee workflow with licensing and contracted workflow of consultants. A summary:

<b>Professional Services</b>	<b>FY24</b>	<b>Footnote #</b>
GIS: PeopleGIS annual license/support	7,875	1
Maps: Schneider Geospatial - 1st year fee	4,500	2
CAMA: Tyler/SHI - annual license/support	8,758	3
Mobile Tablets - annual license/support	6,800	4
Nearmap - annual license	7,710	5
RRC - 504 Utility Values - annual fee	4,000	6
RRC - annual software license/support	1,575	7
Cyclical Inspections	20,000	8
Less GIS payment from revolving account	-7,000	
<b>TOTAL</b>	<b>54,218</b>	
<b>New Requests</b>	<b>FY24</b>	
RRC - 50% Personal Property inspection	11,000	A
PILOTS: Beacon Int. Solutions - consult	1,000	B
Valuation Consulting - Tyler	5,000	C
Training - Tyler	2,000	D
Commercial Valuation - consulting	10,000	E
CoStar - annual subscription	7,500	F
<b>TOTAL</b>	<b>36,500</b>	
<b>TOTAL</b>	<b>90,718</b>	

**Additional Details of Footnotes:**

1. PeopleGIS Annual license/support fee was \$7,500 for FY23, projected to be \$7,875 in FY24 (+5.00%).
  2. Maps were not broken out in past budgets, but paid directly from Revolving Fund: \$2,500 in FY22 and \$3,500 in FY23. BOA switching to a new vendor who can integrate better with People GIS. Schneider Geospatial quoted Town a flat fee of \$4,500 in first year, regardless of number of map changes. Next two years would be \$3,300 per year.
  3. Tyler/SHI annual license/support fee was \$8,341 in FY23, projected to be \$8,758 in FY24 (+5.00%).
  4. Mobile Tablet annual license/support fee paid by ARPA in initial year, subsequent years quoted at \$6,800.
  5. Nearmap annual license/support fee was \$7,430 in FY23, projected to be \$7,710 in FY24 (+5.00%).
  6. RRC's 504 Utility Valuation was \$4,000 in FY23, no change FY24.
  7. RRC annual Personal Property software license was \$1,500; no change FY24.
  8. Cyclical Inspections was \$18,000 in FY23, seeking \$20,000 to do more properties (+11.11%). Note: all non-taxable properties must be reviewed in FY24-25.
- A. Hiring RRC to inspect 50% of Personal Property accounts each year quoted at \$9,000 for FY24 plus \$2,000 to review all cellular and cable properties.
- B. Hiring Beacon Integrated Solutions to review future solar arrays.
- C. Hiring Tyler Technologies' valuation services to review FY24 assessed values. \$5,250 was spent in FY23, unbudgeted.

- D. iasWorld CAMA system will be upgraded in early 2023 with nearly 1,000 changes. This funding is for 2 days of training for staff (i.e. train the trainer).
- E. Hiring commercial valuation consultants to verify valuation of as many of the top 30 commercial/industrial properties to ensure values are appropriate.
- F. Getting annual subscription to CoStar service to monitor current rental prices and sales of commercial and industrial buildings.

**FY23 Department Goals – Progress**

- 1. Established plans (above) on how all MassDOR Directives will be cured, see FY2024 budget request
- 2. Providing appropriate training for staff
- 3. Cross-training staff on all departmental operations
- 4. Balancing Principal Assessor’s workload with Assistant Assessor

**FY 24 Departmental Goals**

- 1. Follow through with plans on how all MassDOR Directives will be cured by the end of FY2025 (see below).
- 2. Solutions for GIS.

**Staffing Levels**

In FY2023, the Board of Assessors requested either additional staff (Field Technician) or increased Professional Services (described above). No change in personnel was approved.

<b>Board of Assessors</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Principal Assessor	1.00	1.00	1.00
Administrative Assessor	1.00	1.00	1.00
PT Clerk	0.48	0.48	0.48
PT Clerk	0.48	0.48	0.48
<b>(01141) Subtotal</b>	<b>2.96</b>	<b>2.96</b>	<b>2.96</b>

**I. DOR Mandates**

There are new MA Department of Revenue mandates requiring communities to evaluate utilities, audit and monitor all SOLAR PILOT agreements, and track the size (by output) of residential and commercial solar installations to check their exempt/non-exempt status.

Also, Holliston now has several cannabis growers, a new category for assessment that does not fit into any existing category and requires working with DOR to establish practices.

**II. FYI – background as needed**

**Statutory Duties**

The Board of Assessors’ office is responsible for identifying all taxable real and personal property, its ownership, full and fair cash value, and usage classification. This requires maintenance of an extensive database on each property in the community, which must be reviewed annually for changes in property description, ownership

and condition. It also requires an annual analysis of market conditions to adjust values. The Assessors must submit values for review by the Department of Revenue annually, with a full MA Department of Revenue certification being performed every five years.

The Board of Assessors is also responsible for:

- Identifying and calculating any annual “new growth” increase in the levy limit under Proposition 2 ½ and obtaining certification of the amount by the DOR.
- Setting the tax rate and fixing the property tax levy. This requires the preparation of a tax rate recapitulation summary of proposed valuations, expenditures and revenues for the year.
- Committing taxes to the Collector with a warrant. This requires the preparation of a commitment list of all parcels and accounts, their owners and values, and all other information needed to send the tax bills. The commitment fixes the tax liability of the taxpayer, and the warrant authorizes the Collector to collect the taxes.
- Reviewing and acting on applications for abatements and exemptions. This includes notifying the taxpayer of the decision and the Collector and Accountant of amounts abated and exempted. It also includes participating in appeals to the MA Appellate Tax Board.
- Assessing and committing separately motor vehicle excise and administering the abatement process for that excise tax.
- Committing to the Collector for billing any betterment assessed by the Select Board, Water Department or other boards for special improvements. This includes adding the apportioned amount with interest to the annual property tax.
- Overseeing the overlay account, which is the annual funding reserve for abatements and exemptions.
- Analyzing sales and income data to determine uniform and equitable values.
- Researching documentation and developing methods to value 'specialized properties', ex: Chapter 61, 61A and 61B; solar; super warehouses; marijuana growing facilities; TIFs; and, brownfields properties.

#### **Budget Recommendations (Filled out by Town Administrator)**

Level Services: The Board of Assessors is requesting an additional \$36,500 in Professional Services, itemized above.

New Requests Recommended by the Town Administrator: The Town Administrator agrees with the requests of the Principal Assessor and the Board of Assessors, but recommends reducing the estimated value by \$14,000.

New Requests Not Recommended by the Town Administrator: The Town Administrator agrees with the needs, recommends reducing, and specifically removal of requests for a solar consultant, as that consultant is available to the Town as needed and does not need to be built into the budget.

**Town of Holliston**  
**FY24 Board of Assessors – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>BOARD OF ASSESSORS</b>									
51100	Administrative Salaries	95,831	97,645	106,391	90,550	94,071	3,521	3.9%	94,071	-
51110	Administrative Assistant	50,378	42,179	41,073	53,166	55,168	2,002	3.8%	55,168	-
51113	Clerical	45,781	49,066	50,539	53,574	56,184	2,610	4.9%	56,184	-
51400	Longevity	200	200	200	50	-	(50)	-100.0%	-	-
51905	Assessors	7,500	7,500	7,291	5,000	2,500	(2,500)	-50.0%	2,500	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>199,690</b>	<b>196,590</b>	<b>205,494</b>	<b>202,340</b>	<b>207,923</b>	<b>5,583</b>	<b>2.8%</b>	<b>207,923</b>	<b>-</b>
53000	Professional Services	25,082	17,965	30,508	50,885	90,718	39,833	78.3%	76,718	(14,000)
53400	Communications	2,783	3,373	3,103	3,000	4,000	1,000	33.3%	4,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>27,865</b>	<b>21,338</b>	<b>33,611</b>	<b>53,885</b>	<b>94,718</b>	<b>40,833</b>	<b>75.8%</b>	<b>80,718</b>	<b>(14,000)</b>
54200	Office Supplies	584	479	618	1,000	1,500	500	50.0%	1,500	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>584</b>	<b>479</b>	<b>618</b>	<b>1,000</b>	<b>1,500</b>	<b>500</b>	<b>50.0%</b>	<b>1,500</b>	<b>-</b>
57100	Professional Development	3,062	1,126	1,828	4,000	5,000	1,000	25.0%	5,000	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>3,062</b>	<b>1,126</b>	<b>1,828</b>	<b>4,000</b>	<b>5,000</b>	<b>1,000</b>	<b>25.0%</b>	<b>5,000</b>	<b>-</b>
<b>TOTAL</b>	<b>BOARD OF ASSESSORS (01141)</b>	<b>231,201</b>	<b>219,533</b>	<b>241,551</b>	<b>261,225</b>	<b>309,141</b>	<b>47,916</b>	<b>18.3%</b>	<b>295,141</b>	<b>(14,000)</b>

**Town of Holliston**  
**FY24 Technology – Proposed Budget**

**Technology (01155):**

**Description of Services**

The Primary expenses within the Technology budget is Personal Services and Computer Licenses representing 85% of the actual expenses.

**51000 Personnel** – The IT Department is made up of 1 full time Technology Director and two part-time Remote Meeting IT Technicians. The Remote Meeting Technicians are responsible for moderating night time Committee meetings while day to day operations are handled by the Technology Director. In 2022 alone, the Remote IT Technicians and IT Director have staffed over 350 Committee Meetings resulting in the continued request to budget for meeting Zoom support at 702 hours at \$18.25 an hour.

<b>Technology</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Director of Information Technology	1.00	1.00	1.00
Temporary PT	various	various	various
<b>(01155) Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**52000 Purchased Services** – The largest line item in the Technology Budget includes \$8,500 for 2 Town Hall copier leases, \$4,000 for the lease of the Postage Machine, \$600 in Communications for the office phone, \$131,748 for Computer Licenses which includes \$126,456 for Munis and \$3,192 for the website, \$1200 for Zoom licenses, and \$900 for Antivirus software. The \$12,350 in Professional Services includes \$150 for Town-owned website Domain registrations including TownofHolliston.us and Envisioningfutureholliston.org and .com, \$3900 for software and hardware support contracts on Town Network equipment as well as \$4300 for the wireless network support contract that was added last year as a new initiative. Lastly, the Professional Services line also includes \$4000 that was added last year for a Town-wide Professional Development Training Program. As of ½ way through the FY23 fiscal year, the 20 accounts have signed up for just over 200 courses with 70 courses completed. Some of these courses include: Transitioning from Staff to Supervisor, Microsoft® Excel® Made Easy, Bookkeeping Basics, Microsoft® Excel® PivotTables Made Easy, and 5 Steps to an Employee Training and Engagement Plan. I would request the \$4000 be kept in the budget again this year to offer continued professional development to all staff using this program.

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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



**Town of Holliston  
FY24 Technology – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>TECHNOLOGY</b>									
51100	Administrative Salaries	96,602	97,645	99,598	103,184	106,795	3,611	3.5%	106,795	-
51210	Temporary Salaries	-	-	5,020	12,811	12,811	-	0.0%	12,811	-
51400	Longevity	-	-	50	50	50	-	0.0%	50	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>96,602</b>	<b>97,645</b>	<b>104,668</b>	<b>116,045</b>	<b>119,656</b>	<b>3,611</b>	<b>3.1%</b>	<b>119,656</b>	<b>-</b>
52401	Copy Machine Svce. Contract	8,468	8,311	8,627	8,500	8,500	-	0.0%	8,500	-
52700	Postage Machine	3,909	3,797	3,340	4,000	4,000	-	0.0%	4,000	-
53000	Professional Services	4,334	4,214	6,269	11,200	12,350	1,150	10.3%	12,350	-
53400	Communications	561	560	579	600	600	-	0.0%	600	-
53406	Computer License	112,425	105,215	114,572	127,030	131,748	4,718	3.7%	132,051	303
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>129,697</b>	<b>122,097</b>	<b>133,387</b>	<b>151,330</b>	<b>157,198</b>	<b>5,868</b>	<b>3.9%</b>	<b>157,501</b>	<b>303</b>
54200	Office Supplies	48	155	81	200	200	-	0.0%	200	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>48</b>	<b>155</b>	<b>81</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>0.0%</b>	<b>200</b>	<b>-</b>
58500	Purchase of Equipment	33,324	27,068	1,924	38,476	38,476	-	0.0%	38,476	-
58700	Computer Equipment	4,505	7,487	7,683	7,500	7,500	-	0.0%	7,500	-
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>37,829</b>	<b>34,555</b>	<b>9,607</b>	<b>45,976</b>	<b>45,976</b>	<b>-</b>	<b>0.0%</b>	<b>45,976</b>	<b>-</b>
<b>TOTAL</b>	<b>TECHNOLOGY (01155)</b>	<b>264,176</b>	<b>254,452</b>	<b>247,743</b>	<b>313,551</b>	<b>323,030</b>	<b>9,479</b>	<b>3.0%</b>	<b>323,333</b>	<b>303</b>

**Town of Holliston  
FY24 Town Clerk – Proposed Budget**

**Town Clerk (01161):**

**Description of Services**

The primary expenses within the Town Clerk budget is personal services, although the support staff has decreased slightly again this year due to new staff members coming on board with lower salaries. Town Clerk has discussed with the Finance Committee Chair, Select Board Chair, and Town Administrator, a request for an 8.72% increase in the Town Clerk's salary due to the increased responsibilities and workload brought on by the VOTES Act, which passed in July of 2022.

**52000 – Purchased Services** – Shows the largest increase to Clerk budget (11.5%) which includes the communications budget consisting of the annual town census and postage, both which have had an increase in price.

**54000 – Supplies & Materials** – Has a significant decrease, due to the purchase of a software program last year, which will have a \$395 annual maintenance fee.

**FY23 Department Goals - Progress**

The Town Clerk's again office has a whole new staff, as two short-term employees were replaced with two individuals that have no experience in a Town Clerk's office. This is both challenging and energizing, as there are new ideas and perspective on everyday duties, yet challenging because the Town Clerk is pulled away from her duties to train both staff members, as new staff gets through a year of "firsts".

**FY24 Departmental Goals**

1. Train new staff in all aspects of the office, including going to annual conferences.
2. Process the Town Census in a timely manner, to have our Street List printed on schedule.
3. Process all Dog Licenses before the deadline.
4. Process all Vitals (Birth, Death, & Marriages) and file with the State, on time and with accuracy.
5. Renew all Licenses/Certificates (Flammables, Business, Raffle etc.) as directed by law, in a timely manner.

**Staffing Levels**

The Town Clerk's office consists of a full time Assistant Town Clerk and a part-time (23hr.) Admin. Asst., this position has an additional 7 hours divided into the Asst. Town Administrator's office and the Finance Committee. So far the shared position is working well, and has some flexibility to go where she is needed most.

<b>Town Clerk</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Town Clerk (Elected)	1.00	1.00	1.00
Assistant Town Clerk	1.00	1.00	1.00
Admin. Support (Town Clerk Floater)*	0.59	0.59	0.59
PT Clerical	-	-	-
<b>(01161) Subtotal</b>	<b>2.59</b>	<b>2.59</b>	<b>2.59</b>

*\*Shared position with Select Board (0.17 FTE) & Fincom (0.08 FTE)*

## Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: Town Clerk salary request was referred for feedback from Finance Committee and Select Board Chairs.

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

### Town of Holliston FY24 Town Clerk – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>TOWN CLERK</b>									
51100	Administrative Salaries	69,503	76,201	79,475	81,860	89,000	7,140	8.7%	89,000	-
51110	Administrative Assistant	54,030	47,008	40,732	50,579	49,943	(636)	-1.3%	49,943	-
51113	Clerical Salaries	21,977	20,289	29,652	28,229	28,666	437	1.5%	28,666	-
51400	Longevity	250	250	100	100	100	-	0.0%	100	-
51902	Certification	1,000	1,000	1,000	1,000	1,000	-	0.0%	1,000	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>146,760</b>	<b>144,748</b>	<b>150,959</b>	<b>161,768</b>	<b>168,709</b>	<b>6,941</b>	<b>4.3%</b>	<b>168,709</b>	-
52405	Equipment Maintenance	395	395	387	395	395	-	0.0%	395	-
52190	Professional Services	200	335	335	200	200	-	0.0%	200	-
52150	Communications	4,249	4,725	5,367	5,301	5,979	678	12.8%	5,979	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>4,844</b>	<b>5,455</b>	<b>6,089</b>	<b>5,896</b>	<b>6,574</b>	<b>678</b>	<b>11.5%</b>	<b>6,574</b>	-
54200	Office Supplies	868	1,049	1,333	3,450	1,050	(2,400)	-69.6%	1,050	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>868</b>	<b>1,049</b>	<b>1,333</b>	<b>3,450</b>	<b>1,050</b>	<b>(2,400)</b>	<b>-69.6%</b>	<b>1,050</b>	-
57100	Professional Development	2,121	757	2,839	3,674	3,720	46	1.3%	3,720	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>2,121</b>	<b>757</b>	<b>2,839</b>	<b>3,674</b>	<b>3,720</b>	<b>46</b>	<b>1.3%</b>	<b>3,720</b>	-
<b>TOTAL</b>	<b>TOWN CLERK (01161)</b>	<b>154,593</b>	<b>152,009</b>	<b>161,220</b>	<b>174,788</b>	<b>180,053</b>	<b>5,265</b>	<b>3.0%</b>	<b>180,053</b>	-

**Town of Holliston**  
**FY24 Elections – Proposed Budget**

**Elections (01162):**

**Description of Services**

The primary expenses within the Election budget is election workers, although we do have many workers that volunteer their time, I am obligated to fully staff the election. There is a decrease in the overall Personal Services budget due to one less election this year, however, with the new Election Laws in the VOTES Act, there is an increase to all elections. This increase includes more personnel to process the mail in ballots, and an increase in postage.

**52000 – Purchased Services** – More than half of this budget is taken up with coding the machines for the tabulators and the Automark, maintenance contracts on the voting equipment makes up the rest of this budget.

**5400 – Supplies & Materials** – The largest part of this budget is for postage to mail ballots. Vote By Mail is now permanent. Of the people who voted in the State Election in 2022 57% voted by mail, and 13% of the ballots mailed were not returned.

**FY23 Department Goals – Progress**

The Town Clerk’s office has been updating the census and managing the voter list to keep it current and remove those voters who moved out of town.

**FY24 Departmental Goals**

1. Train new staff in election laws and practices.
2. Manage in person and mail in Early Voting.
3. Update the voter list by encouraging voters to inform us when they move out of town.

**Staffing Levels**

The Town Clerk’s office consists of a full time Assistant Town Clerk and a part-time (23hr.) Administrative Assistant. We enlist a large number of citizens who assist with the election process, some of whom volunteer their time and some are paid hourly.

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: This budget is impacted by the number of scheduled elections.

New Requests Recommended by the Town Administrator: Budget supports scheduled elections.

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

**Town of Holliston**  
**FY24 Elections – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>ELECTIONS</b>									
51905	Board of Registrars	800	800	800	800	850	50	6.3%	850	-
51205	Election Workers	9,582	19,850	2,667	27,561	22,644	(4,917)	-17.8%	22,644	-
51300	Overtime	609	2,634	177	3,300	2,200	(1,100)	-33.3%	2,200	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>10,991</b>	<b>23,284</b>	<b>3,644</b>	<b>31,661</b>	<b>25,694</b>	<b>(5,967)</b>	<b>-18.8%</b>	<b>25,694</b>	<b>-</b>
53000	Professional Services	2,299	5,715	4,327	5,025	6,000	975	19.4%	6,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>2,299</b>	<b>5,715</b>	<b>4,327</b>	<b>5,025</b>	<b>6,000</b>	<b>975</b>	<b>19.4%</b>	<b>6,000</b>	<b>-</b>
55800	Other Supplies	3,876	6,939	1,570	10,545	10,095	(450)	-4.3%	10,095	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>3,876</b>	<b>6,939</b>	<b>1,570</b>	<b>10,545</b>	<b>10,095</b>	<b>(450)</b>	<b>-4.3%</b>	<b>10,095</b>	<b>-</b>
<b>TOTAL</b>	<b>ELECTIONS (01162)</b>	<b>17,166</b>	<b>35,938</b>	<b>9,541</b>	<b>47,231</b>	<b>41,789</b>	<b>(5,442)</b>	<b>-11.5%</b>	<b>41,789</b>	<b>-</b>

**Town of Holliston**  
**FY24 Conservation Commission – Proposed Budget**

**Conservation Commission (01171):**

**Description of Services**

- The Conservation Commission has a twofold task:
  - Acquiring and protecting Open Space
  - Administering and enforcing the Wetlands Protection Act (GL c. 131 s. 40) and the Holliston Wetlands Protection Bylaw (Article XXXI).
- The Conservation Commission is made up of 7 appointed members and 1 appointed alternate. The Commission is staffed by 1 full-time (40 hour/week) staff member.

**FY23 Department Goals – Progress**

- The Conservation Commission has finalized and implemented regulations for Article XXXI. This has been a multi-year process, streamlining applications in front of the Conservation Commission, providing stricter performance standards and protective measures for projects proposed within areas subject to jurisdiction. The Conservation Commission is updating its website to make information more readily accessible. Permitting flowcharts, corrected links, and other useful information is being added to increase public awareness.
- Various Commissioners and the Agent have participated in webinars and other courses, typically offered by the Massachusetts Association of Conservation Commissions.
- Reviewed permit applications for work regulated under the Wetlands Protection Act and the Holliston Wetlands Protection Bylaw.
- Engaged civil engineering firms to review the status of 3 dams in Town – Factory Pond, Lake Winthrop, and Houghton Pond, to review options to bring them into compliance with the Office of Dam Safety.

**FY24 Department Goals**

1. Increase public awareness (through mailings or other media outreach) of environmental regulations regarding wetlands and open space, as well as environmental issues (such as invasive species)
2. Continue education among the Commission and staff at conferences, webinars, etc.
3. Update the Open Space and Recreation Plan for the Town.
4. Continue to provide technical and administrative review for projects in areas regulated under the Wetlands Protection Act and Holliston Wetlands Protection Bylaw.
5. Continue efforts to bring Town dams into compliance with the Office of Dam Safety.

## Staffing Levels

- As of FY19, the Conservation Commission has been staffed by 1 full-time (35 hour/week) Conservation Agent.
  - Prior, it was staffed by 1 part-time (20 hour/week) Conservation Agent and 1 part-time (18 hour/week) Conservation Assistant.
- As of FY23, the Conservation Agent's schedule increased to 40 hours/week.

## Professional Services (\$52,497)

- Administrative Salaries:
  - This line item reflects the amount paid to the Conservation Agent on the M2 scale. The change from FY23 to FY24 is indicative of a Cost of Living Adjustment (COLA) of 2% and a 1.5% merit increase based on the Town Administrator's recommendation.
  - This line item is the primary expense of the Conservation Commission's budget, representing 93.7% of the operating budget.
- Clerical Salaries – The Conservation Commission is staffed only by the Conservation Agent. There are no clerical salaries to be expended.
- Longevity – The Conservation Agent is not eligible for longevity.

## Purchased Services

- Professional Services
  - This budget is typically reserved for legal counsel. While the agreement with MTC has been updated, there are still legal fees for consultation that are assessed on an as-needed basis.
    - As of yet in FY23, there has been no need to access this account for Professional Services. However, that does not indicate that there will not be a need in FY24.
  - The Conservation Commission has other sources to pay for legal services, but those accounts are less stable than the municipal fund. Wetland-related expenditures may be paid for out of the Wetlands Protection Act and Wetlands Protection Bylaw revolving accounts, and open space matters may be paid for out of the Conservation Trust Fund.
    - The revolving accounts fluctuate based on the amount of incoming applications and fees.
    - The Conservation Trust Fund is donation-based.
- Communications
  - This budget is largely for the phone bills, which amounts to approximately \$40 per month.
  - Additionally, this budget may be used for the re-advertising of legal advertisements for public hearings, in the event that a hearing must be canceled due to no fault of the applicant (weather, quorum issues, etc.). This typically amounts to approximately \$40-50 per advertisement.
  - This budget is also used for postage. Many permits and documents issued by the Conservation Commission must be sent out via certified mail, with a hardcopy return receipt. This can easily be about \$10 per mailing. Assuming 40 documents issued this way = \$400
    - Preferably, applicants can pick up their permits at Town Hall. That is not always an option, as applicants are not necessarily local.

## **Supplies and Materials**

- Office Supplies
  - This budget line item covers materials needed for the office to function. Thus far, appropriation of \$100 has been sufficient, however the office chair needs replacement soon.
- Educational Supplies
  - Several years ago, this item was dissolved and incorporated into the professional development budget.

## **Other Expenses**

- Professional development
  - Covers the attendance of the Conservation Commission and staff at various webinars, meetings, and other professional development opportunities.
    - Typical conference costs are approximately \$125.
  - Also covers the membership dues to the Massachusetts Association of Conservation Commissions.
    - In the past, for the entire Conservation Commission to be members, this amounted to approximately \$700.

## **Wetlands Protection Revolving Account**

- Revenues of \$1,127 thus far into FY23
- Expenditures of \$1,162 thus far into FY23
  - *Metrowest Daily News* has changed their billing policy for legal advertisements. Prior, they had directly charged applicants, but now they charge the Conservation Commission.

## **Wetlands Bylaw Revolving Account**

- Revenues of \$8,825 thus far into FY23

## **Conservation Trust Fund**

- Revenue of \$35 thus far into FY23

## **Budget Recommendations (Filled out by Town Administrator)**

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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



**Town of Holliston**  
**FY24 Conservation Commission – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>CONSERVATION COMMISSION</b>									
51100	Administrative Salaries	49,952	50,459	51,468	59,996	62,096	2,100	3.5%	62,096	-
51113	Clerical Salaries	0	0	0	-	-	-	0.0%	-	-
51400	Longevity	0	0	0	-	-	-	0.0%	-	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>49,952</b>	<b>50,459</b>	<b>51,468</b>	<b>59,996</b>	<b>62,096</b>	<b>2,100</b>	<b>3.5%</b>	<b>62,096</b>	<b>-</b>
53000	Professional Services	1,147	1,050	101	1,200	1,200	-	0.0%	1,200	-
53400	Communications	1,048	1,500	755	1,500	1,500	-	0.0%	1,500	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>2,195</b>	<b>2,550</b>	<b>856</b>	<b>2,700</b>	<b>2,700</b>	<b>-</b>	<b>0.0%</b>	<b>2,700</b>	<b>-</b>
54200	Office Supplies	45	104	156	100	150	50	50.0%	150	-
55100	Educational Supplies	-	100	-	-	-	-	0.0%	-	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>45</b>	<b>204</b>	<b>156</b>	<b>100</b>	<b>150</b>	<b>50</b>	<b>50.0%</b>	<b>150</b>	<b>-</b>
57100	Professional Development	809	1,223	880	1,250	1,300	50	4.0%	1,300	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>809</b>	<b>1,223</b>	<b>880</b>	<b>1,250</b>	<b>1,300</b>	<b>50</b>	<b>4.0%</b>	<b>1,300</b>	<b>-</b>
<b>TOTAL</b>	<b>CONSERVATION COMMISSION (01171)</b>	<b>53,001</b>	<b>54,436</b>	<b>53,360</b>	<b>64,046</b>	<b>66,246</b>	<b>2,200</b>	<b>3.4%</b>	<b>66,246</b>	<b>-</b>

**Town of Holliston**  
**FY24 Planning Board – Proposed Budget**

**PLANNING BOARD (01175):**

**Description of Services**

The Planning Board met and voted unanimously in favor of the attached FY24 budget proposal on January 12<sup>th</sup>.

Our short-term and long-term goals remain unchanged – 1. To foster communication between regulatory boards through our professional staff, 2. To provide fair, professional and expeditious review of development applications, and 3. To protect the Town’s resources and quality of life by developing and amending long-term plans and corresponding land use regulations that fit the Town’s needs.

The request represents a 40 hour/wk. for the Town Planner and 20 hours/wk. for the P/T Clerk plus \$200 longevity for the Town Planner. Our P/T clerk is now at the lower steps of her grade as she came on board in August 2022. Still working in conjunction with the other Land Use departments and formally with the Zoning Board of Appeals, our staff remains cross-trained and will continue to maintain the current level of service to the public, providing 35 hours of open office time under this budget request.

Our Purchased Services request includes communications & professional services. Applicants pay for all legal ads and abutter notifications with the exception of those for zoning by-law amendments and Planning Board regulation changes. Professional services funds are generally used to support regulation updates such as engineering services for unit cost adjustments and mapping that we have no in-house capacity to complete. In FY24 these funds should be utilized in part to zoning maps changes and maintaining the GIS zoning layers.

Professional development represents staff memberships as well as training for staff and Board members. This includes the MA Citizen Planner Training Collaborative, Mass. Association of Planning Directors as well as the Massachusetts Chapter of the American Planning Association.

A recent assessment of fees in surrounding towns revealed that our fees are in keeping. Fees are assessed in two parts: Application Fees which are deposited into the General Fund and Review Fee Deposits which are put into individual escrow accounts to pay for professional peer review per MGL, c.44, s. 53G. FY23 receipts are fairly low, although the Board’s load has been heavy because of two substantial denials issued in FY22 and resulting litigation. No Town funds are spent on engineering peer review or field inspections. The Review Fees are held for project review and inspection for individual projects and unexpended funds are returned to applicants. Our escrow accounts total over \$80,000 at present for approximately 15 active projects.

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Planning Board – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>PLANNING BOARD</b>									
51100	Planning Director	63,991	70,443	74,924	79,974	84,728	4,754	5.9%	84,728	-
51113	Clerical Part-time	25,950	26,176	26,690	27,764	24,769	(2,995)	-10.8%	24,769	-
51400	Longevity	250	250	300	300	200	(100)	-33.3%	200	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>90,191</b>	<b>96,869</b>	<b>101,914</b>	<b>108,038</b>	<b>109,697</b>	<b>1,659</b>	<b>1.5%</b>	<b>109,697</b>	<b>-</b>
53000	Professional Services	2,483	1,278	1,600	1,750	3,000	1,250	71.4%	3,000	-
53400	Communications	1,209	1,339	1,293	1,000	1,400	400	40.0%	1,400	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>3,692</b>	<b>2,617</b>	<b>2,893</b>	<b>2,750</b>	<b>4,400</b>	<b>1,650</b>	<b>60.0%</b>	<b>4,400</b>	<b>-</b>
54200	Office Supplies	39	250	179	250	250	-	0.0%	250	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>39</b>	<b>250</b>	<b>179</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>0.0%</b>	<b>250</b>	<b>-</b>
57100	Professional Development	332	344	344	400	400	-	0.0%	400	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>332</b>	<b>344</b>	<b>344</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>0.0%</b>	<b>400</b>	<b>-</b>
<b>TOTAL</b>	<b>PLANNING BOARD (01175)</b>	<b>94,254</b>	<b>100,080</b>	<b>105,330</b>	<b>111,438</b>	<b>114,747</b>	<b>3,309</b>	<b>3.0%</b>	<b>114,747</b>	<b>-</b>

**Town of Holliston**  
**FY24 Zoning Board of Appeals (ZBA) – Proposed Budget**

**ZONING BOARD OF APPEALS (01176):**

**Description of Services**

The Board of Appeals will review and approved the FY24 request at their meeting of January 25<sup>th</sup>.

We have budgeted approximately 17 hours monthly to staff the ZBA (10 hours for the P/T Clerk and 7 for the Town Planner) for FY24. For FY24, this will translate into work on an as needed based on the Board's schedule and number of applications. In addition, the Planning Board clerk has been cross-trained and can provide back-up for the ZBA clerk as well as the ability The ZBA schedule has been extremely erratic to date in FY23 and staff billing has been minimal. This is reflected in receipts as well. The Town Planner attends all board meetings and drafts all decisions. Because Planning Board staff are working under the Zoning Board budget as well, we share office supply costs between the two boards. The ZBA is currently involved a single appeal and has utilized Special Land Use Counsel on several occasions to support positions in several cases. In FY22, professional services are being utilized to support the ongoing zoning map digitation project. Professional development funds support board and staff training, primarily through the Citizen Planner Training Collaborative, now offering a webinar series for both planning and zoning issues.

The Board's filing fees remain unchanged and are comparable with surrounding towns. Like the Planning Board, the ZBA utilizes the peer review provisions of the general law for engineering review, both civil and traffic, so that no town funds are expended.

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Zoning Board of Appeals (ZBA) – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>ZONING BOARD OF APPEALS</b>									
51113	Clerical Salaries	6,427	6,253	5,858	7,276	7,213	(63)	-0.9%	7,213	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>6,427</b>	<b>6,253</b>	<b>5,858</b>	<b>7,276</b>	<b>7,213</b>	<b>(63)</b>	<b>-0.9%</b>	<b>7,213</b>	<b>-</b>
52190	Professional Service	2,389	1,656	3,138	3,000	3,000	-	0.0%	3,000	-
52150	Communications	387	419	539	500	500	-	0.0%	500	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>2,776</b>	<b>2,075</b>	<b>3,677</b>	<b>3,500</b>	<b>3,500</b>	<b>-</b>	<b>0.0%</b>	<b>3,500</b>	<b>-</b>
54200	Office Supplies	26	150	143	150	150	-	0.0%	150	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>26</b>	<b>150</b>	<b>143</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>0.0%</b>	<b>150</b>	<b>-</b>
57100	Professional Development	-	-	-	225	225	-	0.0%	225	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>	<b>225</b>	<b>-</b>	<b>0.0%</b>	<b>225</b>	<b>-</b>
<b>TOTAL</b>	<b>ZONING BOARD OF APPEALS (01176)</b>	<b>9,229</b>	<b>8,478</b>	<b>9,678</b>	<b>11,151</b>	<b>11,088</b>	<b>(63)</b>	<b>-0.6%</b>	<b>11,088</b>	<b>-</b>

**Town of Holliston**  
**FY24 Economic Development – Proposed Budget**

**ECONOMIC DEVELOPMENT (01182):**

**Description of Services**

The primary expenses within the Economic Development budget include:

1. **Personal Services** – The Town hired MAPC to prepare an [Economic Development Vision & Service Model Plan \(link\)](#) for the EDC. This was presented on Feb. 15, 2023, and the EDC is converting these recommendations into a proposed workplan for a direct hire, or consulting solution to present to stakeholders (Select Board, Finance Committee, Town Meeting). The Town Administrator suggested a “placeholder” of \$50,000 to be prepared to make significant progress in FY2024.
2. **Professional Services** – Assumed at \$1,000 as placeholder, based on Town’s collaborative path forward on Economic Development solutions.

**FY23 Departmental Goals – Update**

1. EDC to develop a strategic plan; engaged MAPC.
2. Identify sustainable model for engaging consultants, or other professionals, to assist in the EDC’s mission; engaged MAPC.

**FY24 Departmental Goals**

1. Implement phases of MAPC Vision and Service Model Plan.

**Staffing Levels**

No dedicated staff hours in FY2023, with support from Town Administrator’s Office. Proposal from MAPC is either a staff member or consulting services, under discussion at the time of print (March 2, 2023).

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: New Request for Support Services (staff or consultant) pursuant to MAPC recommendations.

New Requests Recommended by the Town Administrator: Town Administrator fully supports MAPC recommendation, and has cautioned all that the Town should be ready to pursue either a staff member or consultant, given market conditions will impact availability of best fit.

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

**Town of Holliston**  
**FY24 Economic Development – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>ECONOMIC DEVELOPMENT</b>									
51100	Administrative Salaries	10,579	-	-	-	50,000	50,000	100.0%	50,000	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>10,579</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>100.0%</b>	<b>50,000</b>	<b>-</b>
52190	Professional Service	604	788	4,056	8,500	1,000	(7,500)	-88.2%	1,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>604</b>	<b>788</b>	<b>4,056</b>	<b>8,500</b>	<b>1,000</b>	<b>(7,500)</b>	<b>-88.2%</b>	<b>1,000</b>	<b>-</b>
54200	Office Supplies	183	-	-	-	-	-	0.0%	-	-
55800	Other Supplies	0	-	-	5,500	-	(5,500)	-100.0%	-	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>183</b>	<b>-</b>	<b>-</b>	<b>5,500</b>	<b>-</b>	<b>(5,500)</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>ECONOMIC DEVELOPMENT (01182)</b>	<b>11,366</b>	<b>788</b>	<b>4,056</b>	<b>14,000</b>	<b>51,000</b>	<b>37,000</b>	<b>264.3%</b>	<b>51,000</b>	<b>-</b>

**Town of Holliston**  
**FY24 Sustainability – Proposed Budget**

**SUSTAINABILITY (01199):**

**Description of Services**

The Sustainability budget (01199) was established in FY21. The only expenses within the Sustainability budget are for the time of the Sustainability Coordinator. The cost of the Sustainability Coordinator is projected to be entirely offset by revenues generated through the Energy Manager Adder component of the Community Choice Aggregation Program, and by revenues collected through the recycling program. The position works collaboratively with other municipalities and with multiple Town departments including Public Works, Facilities, Technology, Senior Center, Parks & Recreation and Conservation to enhance operational efficiencies, reduce waste, improve the Town's climate resiliency and minimize its' carbon footprint.

**FY23 Departmental Goals – Progress**

The MetroWest Solar + Clean Heat Challenge program was successfully implemented as residents learned about and installed solar panels and heat pumps. \$7,465 in fees have been generated through the program. There were more sign-ups for the Town's 100% renewable energy based community choice electric aggregation program that also generated additional energy adder revenue. Compared to the utility's basic supply rate, residents saved \$906,565 and businesses saved \$454,221 in the first quarter of FY23 by choosing to participate in our program. The Town successfully implemented new state waste bans, expanded the textile recycling program, generated \$12,092 in revenue and \$13,640 in hauling related savings at the Recycling Center (allowing for expanded hours for the public) and continued our curbside food waste composting initiative with Ashland. An additional \$7,800 in grant funds to support waste reduction efforts were awarded in FY23. An MAPC Technical Assistance Planning grant was secured to help with net zero efforts and water conservation was enhanced with a successful rain barrel distribution event. Progress was made promoting initiatives with the support of volunteers, local media, town officials and sustainability presentations held at the Senior Center and High School.

**FY24 Departmental Goals**

1. Manage community choice electric aggregation program and vendor selection.
2. Collaborate with departments on climate change resiliency efforts.
3. Promote financial and environmental benefits derived from sustainability initiatives.
4. Coordinate curbside solid waste and recycling vendor selection and assist Recycling Center operations.
5. Incorporate sustainability into tercentennial celebration.

**Staffing Levels**

The Sustainability Coordinator is a contracted person that is not benefit eligible.

**Budget Recommendations (Filled out by Town Administrator)**



Level Services: This is a level service budget  
New Requests Recommended by the Town Administrator: N/A  
New Requests Not Recommended by the Town Administrator: N/A

Town of Holliston  
 FY24 Sustainability – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>SUSTAINABILITY COORDINATOR</b>									
53000	Professional Services	0	47,738	47,520	50,000	51,500	1,500	3.0%	51,500	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>0</b>	<b>47,738</b>	<b>47,520</b>	<b>50,000</b>	<b>51,500</b>	<b>1,500</b>	<b>3.0%</b>	<b>51,500</b>	-
<b>TOTAL</b>	<b>SUSTAINABILITY COORDINATOR (01199)</b>	<b>0</b>	<b>47,738</b>	<b>47,520</b>	<b>50,000</b>	<b>51,500</b>	<b>1,500</b>	<b>3.0%</b>	<b>51,500</b>	-

**Town of Holliston  
FY24 Police Department – Proposed Budget**

**POLICE DEPARTMENT (01210):**

**Description of Services**

The Holliston Police Department is a municipal public safety agency protecting and serving the businesses, residents, and visitors of the community. Several factors influence the police department's ability to provide police services; many of these factors affect both the number of agency personnel and the manner in which resources are deployed.

The primary expenses within the Police Department operating budget is personal services, representing on average 93% of actual expenditures in FY19-FY23.

**51100 – Personal Services** – Personal services by definition are the talents of a person which are unusual, special or unique and cannot be performed exactly the same by another. In the police department's case, our officers and civilian dispatchers are highly trained to perform specialized duties in order to keep our community safe. The police department's personnel is our most important asset and therefore absorbs the majority of the annual operating budget.

Recruiting, retaining, and developing the police department's most important asset takes a considerable amount of time and resources. In FY24, we look to reorganize our public safety staffing model to better assist us with both the volume and complexity of calls for service that we are asked to handle. Law enforcement, as a whole, is facing a major decline in interest within our profession, but ongoing recruitment efforts have proven to benefit retention within the police department and the feedback from community in which we serve.

**52000 & 53000 – Professional & Technical Services** – Professional services are occupations in the service industry that specialize in performing professional, scientific, and technical activities for others. Some of the professional services used by the police department include, but are not limited to: vendors who provide building and grounds maintenance, technicians who provide copier machine service, equipment maintenance, mechanics who provide our vehicle/cruiser maintenance, professionals who provide custodial service to the police station, technicians who provide our scheduling software, mental health professionals, professionals from the police accreditation commission, our annual Metro-LEC membership, technicians who provide our fingerprint machine maintenance/service, and professionals who provide us with our communication needs.

**54000 & 55000 – Purchased Services** - Purchased services are the sections of our police department's non-labor finances that are contracted, purchased from, or outsourced to a third party vendor or consultant, rather than carried out in-house. Some purchased services used by the police department include, but are not limited to the vendors who provide us with our office and building supplies, the vendors who provide our department ammunition, the vendors who provide our cruiser supplies, and the professionals who provide our uniforms and equipment.

**57000 – Professional Development** – This section of our budget allows members of the police department to learn and to maintain professional credentials relative to public safety. Some of the professional development services used by the police department include, but are not limited to: attending conferences; training courses; travel; dues, subscriptions, and memberships to professional organizations/associations; career advancement; supervisory liability training; and executive development.

**58000 – Capital Outlay** – This section of our budget accounts for expenditures made to acquire capital assets, such as equipment, or expenditures to make improvements to capital assets that materially increase their value or useful life. Typical expenses in this category include, but not limited to: maintenance of our electronic controlled weapons (ECW’s) and portable radios; purchase of replacement radio and flashlight batteries; and for the on-going maintenance and/or replacement of our automated external defibrillators (AED).

**FY23 Departmental Goals – Progress**

The Holliston Police Department has continues to meet or exceed the high standards of policing, as determined by the Massachusetts Police Accreditation Commission, that the Holliston community has come to both expect and deserve. We have remained vigilant in seeking out grant funding sources to help support our department operating budget and to defray the costs of equipping and staffing the police department. We have continued to develop and create training opportunities that foster multi-agency cooperation and participation, and have expanded our in-service training program to include seven (7) neighboring public safety agencies. The Holliston Police Department continues to hire the most qualified applicants to work for our agency by thoroughly screening each and every candidate that comes before us.

**FY24 Department Goals**

- 1. Continue to provide a safe and secure community for those who live, work, and visit the Town of Holliston through operations excellence.
- 2. Continue to meet or exceed the high standards set forth by the Massachusetts Police Accreditation Commission.
- 3. Carry out year one (1) of our department’s new five year strategic plan (FY23-FY27)
- 4. Enhance community outreach initiatives; assign and train personnel in Community Oriented Policing fundamentals.
- 5. Continue to provide high quality training and professional development of our officers.
- 6. Continue to prevent and solve crime and prosecute offenders.
- 7. Recruit and retain a highly skilled and motivated law enforcement work force.
- 8. Continue to improve on our service to the citizens of Holliston.

**“Level Service Budget”** – this budget model request aims to deliver in the upcoming year exactly the same services that were delivered during the previous year. This budget model takes into account the rising costs associated with memberships, subscriptions, and vendor services used annually by the police department.

**Staffing Levels**

In May 2018, the department presented its long term staffing level plan to both the Holliston Select Board and the Holliston Finance Committee. This presentation identified the need to increase staffing of full-time police officers over the next several fiscal years; specifically one (1) full-time officer per fiscal year for the next five (5) fiscal years.

Unfortunately, we have fallen short of our goal, largely due to the COVID-19 pandemic, and have not been able to add a FTE position to the department during FY2021, FY2022, or FY2023. As we approached the FY23 budget season, the future of the pandemic and its recovery looked bright, but unfortunately the police department’s request for an

Police Department	FY2022	FY2023	FY2024
Chief of Police	1.00	1.00	1.00
Lieutenants	2.00	2.00	2.00
Sergeants	5.00	5.00	5.00
Patrol Officers (Request)	17.00	17.00	20.00
Civilian Dispatchers*	5.00	5.00	-
Administrative Assistant	1.00	1.00	1.00
Principal Clerk	-	-	1.00
(01210) Subtotal	31.00	31.00	30.00

*\*Civilian Dispatchers will transition within FY2024 to Holbrook RECC on 1/1/24*

additional officer had to once again be tabled for a year. We are confident that the police department's updated staffing analysis and reorganization efforts will continue to demonstrate the need for an additional police officer in the future.

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: The request is based on level service within the reorganization of public safety dispatch to maintain a Police Station that is open to the public 24/7.

New Requests Recommended by the Town Administrator: See summary in Town Administrator's Executive Summary (page 6).

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>POLICE</b>									
51100	Administrative Salaries	138,020	156,414	168,300	172,508	180,012	7,504	4.3%	180,012	-
51101	Lieutenants Salaries	181,141	222,629	221,666	251,411	264,450	13,039	5.2%	264,450	-
51102	Sergeants' Salaries	428,170	424,584	411,376	454,043	464,275	10,232	2.3%	464,275	-
51112	Regular Salaries	1,113,013	1,169,940	1,246,526	1,329,630	1,517,400	187,770	14.1%	1,517,400	-
51113	Clerical Salaries	59,055	60,496	64,098	67,183	97,582	30,399	45.2%	97,582	-
51115	Dispatchers	230,478	211,976	204,869	283,757	154,925	(128,832)	-45.4%	154,925	-
51201	School Patrol	28,606	26,295	27,789	33,104	35,542	2,438	7.4%	35,542	-
51202	Matron	0	0	0	500	500	-	0.0%	500	-
51300	Overtime	24,766	38,804	70,041	86,000	86,000	-	0.0%	86,000	-
51301	Training Overtime	32,051	57,400	53,525	60,000	67,000	7,000	11.7%	67,000	-
51302	Unscheduled Overtime	25,793	22,000	33,074	38,000	38,000	-	0.0%	38,000	-
51303	Court Time	6,430	558	6,551	12,000	12,000	-	0.0%	12,000	-
51304	Dispatcher Overtime	27,351	13,916	15,507	11,000	11,000	-	0.0%	11,000	-
51305	K9 Training Overtime	15,230	20,799	21,100	18,750	20,000	1,250	6.7%	20,000	-
51400	Longevity	6,650	6,975	6,475	6,800	5,650	(1,150)	-16.9%	5,650	-
51401	Holiday Pay	11,130	12,316	11,690	21,691	22,000	309	1.4%	22,000	-
51402	Shift Differential	29,769	33,119	34,063	42,399	55,000	12,601	29.7%	55,000	-
51408	Officer-in-charge	2,552	1,911	3,273	2,500	2,500	-	0.0%	2,500	-
51900	Educational Incentive	217,005	210,554	228,764	247,340	246,400	(940)	-0.4%	246,400	-
51901	Uniform Allowance	23,565	30,801	28,570	30,550	34,800	4,250	13.9%	34,800	-
51904	Stipends - EMT	7,303	13,145	11,174	11,497	9,393	(2,104)	-18.3%	9,393	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>2,608,078</b>	<b>2,734,632</b>	<b>2,868,431</b>	<b>3,180,663</b>	<b>3,324,429</b>	<b>143,766</b>	<b>4.5%</b>	<b>3,324,429</b>	-
52100	Energy&Utilities	47,783	47,265	49,175	47,895	70,400	22,505	47.0%	70,400	-
52400	Buildings & Grounds Maintenance	21,153	37,362	30,044	23,303	30,211	6,908	29.6%	30,211	-
52401	Copier Machine	1,250	623	713	1,320	3,837	2,517	190.7%	3,837	-
52405	Equipment Maintenance	13,051	12,098	13,166	15,780	16,741	961	6.1%	16,741	-
52410	Vehicle Maintenance	16,578	13,432	14,459	15,000	15,000	-	0.0%	15,000	-
52905	Custodial Services	12,263	13,420	12,220	13,900	14,305	405	2.9%	14,305	-
53000	Professional Services	27,087	25,219	31,611	31,035	34,000	2,965	9.6%	34,000	-
53400	Communications	10,955	10,562	10,491	11,786	15,146	3,360	28.5%	15,146	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>150,120</b>	<b>159,981</b>	<b>161,879</b>	<b>160,019</b>	<b>199,640</b>	<b>39,621</b>	<b>24.8%</b>	<b>199,640</b>	-
54200	Office Supplies	5,323	2,139	3,478	3,500	3,500	-	0.0%	3,500	-
54600	Groundskeeping Supplies	3,241	1,076	1,927	3,000	3,000	-	0.0%	3,000	-
54900	Prisoner Meals	139	87	72	50	50	-	0.0%	50	-
55805	Ammunition	16,367	4,020	8,078	8,500	8,500	-	0.0%	8,500	-
55806	Cruiser Supplies	6,569	3,094	3,268	4,360	4,360	-	0.0%	4,360	-
55810	Uniform/Clothing/Equipment	8,427	9,037	11,020	9,000	9,000	-	0.0%	9,000	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>40,066</b>	<b>19,453</b>	<b>27,843</b>	<b>28,410</b>	<b>28,410</b>	-	<b>0.0%</b>	<b>28,410</b>	-
57100	Professional Development	21,604	13,885	17,407	22,660	25,000	2,340	10.3%	25,000	-
57800	Community Outreach	2,637	2,274	4,146	3,500	4,000	500	14.3%	4,000	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>24,241</b>	<b>16,159</b>	<b>21,553</b>	<b>26,160</b>	<b>29,000</b>	<b>2,840</b>	<b>10.9%</b>	<b>29,000</b>	-
58500	Purchase of Equipment	1,086	1,385	1,010	1,435	1,435	-	0.0%	1,435	-
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>1,086</b>	<b>1,385</b>	<b>1,010</b>	<b>1,435</b>	<b>1,435</b>	-	<b>0.0%</b>	<b>1,435</b>	-
61										
<b>TOTAL</b>	<b>POLICE (01210)</b>	<b>2,823,591</b>	<b>2,931,610</b>	<b>3,080,716</b>	<b>3,396,687</b>	<b>3,582,914</b>	<b>186,227</b>	<b>5.5%</b>	<b>3,582,914</b>	-

**Town of Holliston**  
**FY24 Auxiliary Police – Proposed Budget**

**AUXILIARY POLICE (01211):**

**Description of Services**

The Holliston Auxiliary Police Department is a volunteer organization that is a subdivision of the Holliston Police Department. To meet the standards of the Massachusetts Police Accreditation Commission, every member of the volunteer unit has completed the 372.5 hours of an approved MPTC reserve/intermittent police academy. In addition, Holliston auxiliary officers support the efforts of full-time Holliston police officers by providing public safety services such as patrol shifts, backup officers, securing a perimeter, search & rescue, bicycle patrol, UTV patrols, private details, traffic posts, and community events. The primary expenses within the Auxiliary Police Department is “supplies & materials,” representing on average 97% of actual expenditures in FY18-22.

Going forward all Holliston Auxiliary Officers will be required to attend the MPTC Bridge Academy to continue their service to the town. This mandated training will require our auxiliary officers to go through an additional 220+ hours of in person and online training. They will be tested in areas such as criminal law, motor vehicle law, juvenile law, de-escalation and defensive tactics, firearms training, and emergency vehicle operation. This will then allow our auxiliary officers to continue to patrol and provide security to events throughout town.

**Auxiliary Police Events Covered (Examples)**

- Celebrate Holliston Parade & Field Event
- Memorial Day Parade
- Veterans Day Parade
- Turkey Trot 5K
- Cystic Fibrosis Ride for Life
- Boston Marathon Mutual Aid to Hopkinton
- Lions Club Carnival
- Holliston Hazardous Waste Day
- Holliston Community Farm Haunted Walk
- Holliston Police Pumpkin Patrol
- 1<sup>st</sup> Night Bon Fire
- Shop with a Cop
- Three Squares New England Bike Ride

**Budget Recommendation (Filled out by Town Administrator)**

Level Service: This is a level service budget with expected changes coming due to POST.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Auxiliary Police – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>AUXILIARY POLICE</b>									
52410	Vehicle Repairs	190	12	0	190	190	-	0.0%	190	-
<b>53000</b>	<b>PURCHASE OF SERVICES</b>	<b>190</b>	<b>12</b>	<b>0</b>	<b>190</b>	<b>190</b>	<b>-</b>	<b>0.0%</b>	<b>190</b>	<b>-</b>
55800	Other Supplies	7,364	12,130	2,141	9,464	9,464	-	0.0%	9,464	-
55810	Uniforms	0	0	362	-	-	-	-	-	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>7,364</b>	<b>12,130</b>	<b>2,503</b>	<b>9,464</b>	<b>9,464</b>	<b>-</b>	<b>0.0%</b>	<b>9,464</b>	<b>-</b>
57100	Professional Development	6,210	1,375	1,031	6,348	6,348	-	0.0%	6,348	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>6,210</b>	<b>1,375</b>	<b>1,031</b>	<b>6,348</b>	<b>6,348</b>	<b>-</b>	<b>0.0%</b>	<b>6,348</b>	<b>-</b>
<b>TOTAL</b>	<b>AUXILIARY POLICE (01211)</b>	<b>13,764</b>	<b>13,517</b>	<b>3,534</b>	<b>16,002</b>	<b>16,002</b>	<b>-</b>	<b>0.0%</b>	<b>16,002</b>	<b>-</b>

**Town of Holliston**  
**FY24 Fire Department – Proposed Budget**

**FIRE DEPARTMENT (01220):**

**Description of Services**

Fire suppression operations are organized to ensure that the fire department's fire suppression capability includes personnel, equipment, and other resources to deploy fire suppression resources in such a manner that the needs of the community are met.

The majority of the operational budget goes to support personal services.

**FY 23 Department Goals – Progress**

1. Recruit, hire, engage and retain fire personnel  
*Multiple on-call firefighters were hired and on-boarded, to fill existing and new vacancies caused by retirements. Some were already certified Firefighter I/II; others received in-house training and were enrolled in Call/Volunteer Recruit Firefighter Training conducted by the Massachusetts Firefighting Academy.*
2. Succession planning  
*Cross-training of members is on-going, to help them develop skills, knowledge, and an understanding of department operations. These efforts are both long-term (meant to account for future changes), or for emergencies (whenever anything unexpected arises). These efforts were key to filling officer positions created by retirements.*
3. Review and address recommendations of MRI organizational study  
*Quarterly updates of the status of the recommendations are provided to the Select Board. Policies and procedures were modified, response protocols were adjusted, and additional training of existing personnel was conducted.*
4. Review and address recommendations of Collins Center RECC feasibility study  
*The Select Board voted to transition to a RECC in FY24, and signed an Intermunicipal Agreement (IMA) with Holbrook in December 2022. Incentive pay offered to existing dispatchers, to encourage them to stay through the transition to the Holbrook RECC. Equipment and software needs provided to Holbrook, to support their development grant application to the State 911 Department.*

**FY 24 Department Goals**

1. Recruit, hire, engage and retain fire personnel
2. Succession planning
3. Address recommendations of MRI organizational study
4. Allow existing dispatchers to "finish well," as dispatch function transitions to Holbrook RECC mid- fiscal year.

**Staffing Levels**

Most recently, the Fire Department consisted of a full-time Fire Chief, two on-call Deputy Chiefs, five on-call Captains, five on-call Lieutenants, thirty-seven on-call Firefighters, one Auxiliary Fire and Life Safety Education specialist, one part-time Inspector, and one part-time Clerk.



## Budget Recommendation (Filled out by Town Administrator)

Level Service: This is a level service budget. With increases to support staff in the FY22 budget, and an organizational evaluation approved by Town Meeting, the Town is looking at the current Fire Department service model, and based on timing of the deliverable, this community discussion will most likely take place after May 2022 Annual Town Meeting.

New Requests Recommended by the Town Administrator: Non-union personnel adjustments explained in Executive Summary, page 5.

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

Fire Department	FY2022	FY2023	FY2024
Fire Chief*	0.70	0.70	0.70
Principal Clerk	0.45	0.45	0.45
Dispatchers**	2.10	2.10	-
Fire Inspector	0.45	0.45	0.45
Deputy Fire Chief (Call)	Variable	Variable	Variable
Captains (Call) - 5	Variable	Variable	Variable
Lieutenant (Call) - 5	Variable	Variable	Variable
Firefighters (Call) - 36	Variable	Variable	Variable
<b>(01220) Subtotal</b>	<b>3.70</b>	<b>3.70</b>	<b>1.60</b>

*\*Fire Chief split with Ambulance (EMS) budget (01231) for full FTE; also EMD*

*\*\*Dispatchers split with Ambulance (EMS) budget (01231) for total of 4.20 FTEs; Holbrook RECC transition 1/1/24*

*\*supplemental budget information available (page 6)*

**Town of Holliston**  
**FY24 Fire Department – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>FIRE</b>									
51100	Administrative Salaries	95,543	96,621	98,553	102,121	105,266	3,145	3.1%	105,266	-
51101	Lieutenant Salaries	23,268	21,941	23,502	31,935	32,414	479	1.5%	32,414	-
51103	Captains	30,945	31,258	31,349	34,880	35,403	523	1.5%	35,403	-
51110	First Deputy Chief	14,379	14,514	14,813	15,282	25,291	10,009	65.5%	25,291	-
51113	Clerical Salaries	-	-	189,275	24,128	24,490	362	1.5%	24,490	-
51112	Regular Salaries	180,375	180,919	1,491	221,085	224,401	3,316	1.5%	224,401	-
51115	Dispatchers	164,839	167,389	174,936	192,716	94,555	(98,161)	-50.9%	94,555	-
51116	Inspector Salaries	-	-	3,915	24,990	25,365	375	1.5%	25,365	-
51304	Dispatcher Overtime	2,894	10,828	2,435	7,283	6,000	(1,283)	-17.6%	6,000	-
51400	Longevity	5,725	6,250	5,250	6,500	6,500	-	0.0%	6,500	-
51401	Holiday Pay	4,389	3,810	4,395	7,023	3,564	(3,459)	-49.3%	3,564	-
51404	Duty Pay	28,613	37,128	31,455	31,212	31,680	468	1.5%	31,680	-
51405	Firefighters Hourly Pay	88,401	81,052	102,011	94,676	103,541	8,865	9.4%	103,541	-
51407	Police Details	192	-	-	-	-	-	0.0%	-	-
51903	In-Service Training	65,062	65,293	55,770	72,828	73,920	1,092	1.5%	73,920	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>704,625</b>	<b>717,003</b>	<b>739,150</b>	<b>866,659</b>	<b>792,390</b>	<b>(74,269)</b>	<b>-8.6%</b>	<b>792,390</b>	<b>-</b>
52100	Energy & Utilities	25,765	19,688	24,119	21,420	24,100	2,680	12.5%	24,100	-
52400	Buildings & Grounds Maintenance	11,926	8,089	25,647	15,000	20,000	5,000	33.3%	20,000	-
52410	Vehicle Maintenance	20,790	22,398	45,778	18,000	25,000	7,000	38.9%	25,000	-
52905	Custodial Services	4,075	3,600	3,600	4,000	4,800	800	20.0%	4,800	-
53000	Professional Services	16,106	15,317	20,589	20,000	35,000	15,000	75.0%	35,000	-
53400	Communications	2,912	2,909	3,025	3,000	3,000	-	0.0%	3,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>81,574</b>	<b>72,001</b>	<b>122,758</b>	<b>81,420</b>	<b>111,900</b>	<b>30,480</b>	<b>37.4%</b>	<b>111,900</b>	<b>-</b>
54200	Office Supplies	3,114	2,503	3,164	2,000	2,000	-	0.0%	2,000	-
54800	Vehicle Supplies	1,641	1,945	257	2,000	4,000	2,000	100.0%	4,000	-
54900	Food Supplies	0	0	195	-	-	-	0.0%	-	-
55807	Breathing Air	2,067	1,188	468	5,000	5,000	-	0.0%	5,000	-
55810	Uniforms	1,083	476	1,820	3,000	10,000	7,000	233.3%	10,000	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>7,905</b>	<b>6,112</b>	<b>5,904</b>	<b>12,000</b>	<b>21,000</b>	<b>9,000</b>	<b>75.0%</b>	<b>21,000</b>	<b>-</b>
57100	Professional Development	2,037	1,830	585	5,250	12,245	6,995	133.2%	12,245	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>2,037</b>	<b>1,830</b>	<b>585</b>	<b>5,250</b>	<b>12,245</b>	<b>6,995</b>	<b>133.2%</b>	<b>12,245</b>	<b>-</b>
58500	Purchase of Equipment	0	214	278	1,108	7,500	6,392	576.9%	7,500	-
58700	Replacement Equipment	1,710	2,180	9,687	12,500	27,500	15,000	120.0%	27,500	-
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>1,710</b>	<b>2,394</b>	<b>9,965</b>	<b>13,608</b>	<b>35,000</b>	<b>21,392</b>	<b>157.2%</b>	<b>35,000</b>	<b>-</b>
<b>TOTAL</b>	<b>FIRE (01220)</b>	<b>797,851</b>	<b>799,340</b>	<b>878,362</b>	<b>978,937</b>	<b>972,535</b>	<b>(6,402)</b>	<b>-0.7%</b>	<b>972,535</b>	<b>-</b>

**Town of Holliston**  
**FY24 Ambulance – Proposed Budget**

**AMBULANCE (01231):**

**Description of Services**

EMS operations are organized to ensure the fire department's emergency medical capability includes personnel, equipment, and resources to deploy a system of response for the care of the sick and injured in such a manner that the needs of the community are met.

The majority of the operational budget goes to support personal services.

**FY 23 Department Goals – Progress**

1. Recruit, hire, engage and retain EMS personnel  
*Multiple on-call EMTs were hired and on-boarded, to fill existing and new vacancies.*
2. Succession planning  
*Cross-training of members is on-going, to help them develop skills, knowledge, and an understanding of department operations. These efforts are both long-term (meant to account for future changes), or for emergencies (whenever anything unexpected arises). These efforts will be key to filling leadership positions reinstated as part of the restructuring of ambulance operations.*
3. Review and address recommendations of MRI organizational study  
*Quarterly updates of the status of the recommendations are provided to the Select Board. Job description for high ranking officer to cover EMS calls and be the manager of all EMS-related items was developed.*

**FY 24 Department Goals**

1. Recruit, hire, engage and retain EMS personnel
2. Succession planning
3. Address recommendation of MRI organizational study
4. Strengthen department's ability to pursue ALS service licensure

**Staffing Levels**

The staffing of the department has historically been the full-time Fire Chief, an on-call Deputy Chief / EMS Supervisor, and numerous on-call emergency medical technicians (EMTs); with four full-time and seven part-time and per diem civilian dispatchers. Following the retirement of the prior on-call Deputy Chief / EMS Supervisor, the FY24 budget proposal includes the day-to-day management of ambulance operations to be carried out by a new full-time position.

<b>Ambulance (EMS)</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Fire Chief*	0.30	0.30	0.30
Asst. Fire Chief / EMS Coordinator	-	-	1.00
Dispatchers**	2.10	2.10	-
Deputy Chief / EMS Supervisor (Call)	Variable	Variable	Variable
Ambulance Crew Chiefs (Call) - 12	Variable	Variable	Variable
PT and Per Diem EMTs/Paramedics - 24	Variable	Variable	Variable
<b>(01231) Subtotal</b>	<b>2.40</b>	<b>2.40</b>	<b>1.30</b>

*\*Fire Chief split with Fire budget (01220) for full FTE; also Emergency Mgmt Director*

*\*\*Dispatchers split with Fire budget (01220) for total of 4.20 FTEs; Holbrook RECC 1/1/24*

#### **Budget Recommendation (Filled out by Town Administrator)**

Level Service: This budget includes two major changes: (1) reorganization of the public safety (EMD) dispatchers, and (2) the creation of a “#2” position within the Fire/EMS Department, specifically titled Assistant Fire Chief / EMS Director.

New Requests Recommended by the Town Administrator: Town Administrator recommends the creation of the Assistant Fire Chief / EMS Director.

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

**Town of Holliston**  
**FY24 Ambulance – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>AMBULANCE</b>									
51100	Administrative Salaries	34,095	34,479	35,169	35,880	37,565	1,685	4.7%	37,565	-
51102	Assistant Fire Chief / EMS Director			0	-	102,000	102,000	100.0%	102,000	-
51110	Deputy Chief	5,654	5,701	5,824	5,878	-	(5,878)	-100.0%	-	-
51112	Regular Salaries	25,464	23,633	23,337	238,695	38,528	(200,167)	-83.9%	38,528	-
51115	Dispatchers	70,068	70,859	74,619	72,828	40,208	(32,620)	-44.8%	40,208	-
51117	EMT/Base Salary	172,507	167,292	185,053	197,676	-	(197,676)	-100.0%	-	-
51122	EMT On Site			0	-	462,397	462,397	100.0%	462,397	-
51123	EMT Off Site			0	-	58,589	58,589	100.0%	58,589	-
51400	Longevity	2,225	1,600	2,000	3,225	3,225	-	0.0%	3,225	-
51402	Shift Differential	0	0	17,831	66,715	-	(66,715)	-100.0%	-	-
51901	Uniform Allowance	431	186	0	835	1,000	165	19.8%	1,000	-
51903	In-Service Training	0	0	17,618	15,606	15,840	234	1.5%	15,840	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>310,444</b>	<b>303,750</b>	<b>361,451</b>	<b>637,338</b>	<b>759,352</b>	<b>122,014</b>	<b>19.1%</b>	<b>759,352</b>	<b>-</b>
52400	Buildings and Grounds	0	0	1,300	-	-	-	100.0%	-	-
52405	Equipment Maintenance	1,416	1,658	2,347	2,000	2,000	-	0.0%	2,000	-
52410	Vehicle Maintenance	5,381	4,024	13,063	10,000	10,000	-	0.0%	10,000	-
53000	Professional Services	49,596	56,768	70,899	82,250	100,000	17,750	21.6%	100,000	-
53016	EMT Certifications	769	635	8,611	7,000	10,000	3,000	42.9%	10,000	-
53017	EMT Training	294	986	1,541	35,000	35,000	-	0.0%	35,000	-
53018	CPR/First	450	0	375	2,000	2,000	-	0.0%	2,000	-
53400	Communications	23	46	146	800	800	-	0.0%	800	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>57,929</b>	<b>64,117</b>	<b>98,282</b>	<b>139,050</b>	<b>159,800</b>	<b>20,750</b>	<b>14.9%</b>	<b>159,800</b>	<b>-</b>
54200	Office Supplies	220	226	494	600	600	-	0.0%	600	-
54800	Vehicle Supplies	146	775	940	1,750	1,750	-	0.0%	1,750	-
55000	Medical Supplies	15,540	19,053	15,396	20,000	25,000	5,000	25.0%	25,000	-
55010	Oxygen	5,981	5,284	6,344	12,000	8,000	(4,000)	-33.3%	8,000	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>21,887</b>	<b>25,338</b>	<b>23,174</b>	<b>34,350</b>	<b>35,350</b>	<b>1,000</b>	<b>2.9%</b>	<b>35,350</b>	<b>-</b>
57100	Professional Development	0	1,600	0	2,000	3,000	1,000	50.0%	3,000	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>0</b>	<b>1,600</b>	<b>0</b>	<b>2,000</b>	<b>3,000</b>	<b>1,000</b>	<b>50.0%</b>	<b>3,000</b>	<b>-</b>
58700	Vehicle Replacement	0	0	46	-	-	-	0.0%	-	-
58760	Communications Equipment	0		0	-	-	-	0.0%	-	-
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>AMBULANCE (01231)</b>	<b>390,260</b>	<b>394,805</b>	<b>482,953</b>	<b>812,738</b>	<b>957,502</b>	<b>144,764</b>	<b>17.8%</b>	<b>957,502</b>	<b>-</b>

**Town of Holliston**  
**FY24 Emergency Management – Proposed Budget**

**EMERGENCY MANAGEMENT (01291):**

**Description of Services**

Emergency Management operations are organized to ensure the management of the resources and responsibilities for dealing with all humanitarian aspects of emergencies (prevention, preparedness, response, mitigation, and recovery) impacting the community. The aim is to prevent and reduce the harmful effects of all hazards, including natural and man-made disasters.

The majority of the budget goes to support the Blackboard Connect® community notification system annual contract. Some years, part of this cost is offset by an Emergency Management Performance Grant (EMPG)

**FY 23 Department Goals – Progress**

1. Receive reimbursement for FEMA eligible expenses incurred during CARES period of performance  
*Application for FEMA reimbursement was advanced from state review to federal review*
2. Receive FEMA approval of updated Hazard Mitigation Plan  
*Outside consultant engaged to update plan as part of FEMA's Building Resilient Infrastructure and Communities (BRIC) grant program.*
3. Support administration of ARPA funds  
*ARPA Steering Group meets regularly to review applications and make recommendations to Select Board to obligate funds.*

**FY 24 Department Goals**

1. Receive reimbursement for FEMA eligible expenses incurred during CARES period of performance
2. Receive FEMA approval of updated Hazard Mitigation Plan
3. Support administration of ARPA funds

**Staffing Levels**

The staffing of the department has historically been the full-time Fire Chief/Emergency Management Director, one on-call Assistant Director, and several on-call emergency management team members. The Fire Chief is paid a stipend to fill the role of Emergency Management Director, which is a common model in MetroWest communities.

**Budget Recommendation (Filled out by Town Administrator)**

Level Service: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Emergency Management – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>EMERGENCY MANAGEMENT</b>									
51100	Administrative Salaries	0	0	5,000	5,000	5,000	-	0.0%	5,000	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>0.0%</b>	<b>5,000</b>	<b>-</b>
53000	Professional Services	0	0	-	-	-	-	0.0%	-	-
53400	Communications	7,548	10,515	11,258	11,300	11,300	-	0.0%	11,300	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>7,548</b>	<b>10,515</b>	<b>11,258</b>	<b>11,300</b>	<b>11,300</b>	<b>-</b>	<b>0.0%</b>	<b>11,300</b>	<b>-</b>
54200	Office Supplies	0	61	-	61	61	-	0.0%	61	-
55800	Other Supplies	195	250	-	250	250	-	0.0%	250	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>195</b>	<b>311</b>	<b>-</b>	<b>311</b>	<b>311</b>	<b>-</b>	<b>0.0%</b>	<b>311</b>	<b>-</b>
57100	Professional Development	0	450	195	450	450	-	0.0%	450	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>0</b>	<b>450</b>	<b>195</b>	<b>450</b>	<b>450</b>	<b>-</b>	<b>0.0%</b>	<b>450</b>	<b>-</b>
<b>TOTAL</b>	<b>EMERGENCY MANAGEMENT (01291)</b>	<b>7,743</b>	<b>11,276</b>	<b>16,453</b>	<b>17,061</b>	<b>17,061</b>	<b>-</b>	<b>0.0%</b>	<b>17,061</b>	<b>-</b>





**Town of Holliston**  
**FY24 Building Department – Proposed Budget**

**BUILDING DEPARTMENT (01241):**

**Description of Services**

The Department is responsible for the issuance of all building, electrical, plumbing, gas, sheet metal and trench permits related to the construction, alteration, repair and maintenance of buildings and structures in Town. The Department is committed to the enforcement of the State Building, Electrical, Plumbing and Gas Codes, the Holliston Zoning Bylaw, Architectural Access Board Regulations and many other regulations relative to public safety. The Building Department staff provides technical assistance to property owners, builders, contractors, real estate professionals, Town boards and committees, as well as other Town departments. In addition to issuing permits and conducting required onsite inspections, the Building Department staff spends an increasing amount of time reviewing subdivision plans, special permit and variance requests, site plans, making zoning determinations and addressing zoning complaints.

**FY23 Departmental Goals – Progress**

The Building Department has successfully implemented the assistant building inspector position. It took some creativity but we were able retain Robert Fogarty as our assistant building inspector. This has been great for meeting our goal for turnaround time on plan review and permitting. We have also made great progress on implementing the upgrade to the permitting software. There's a few little tweaks were waiting on for People GIS to install. Lastly our goal of zoning changes is an ongoing goal of ours and we managed to make some changes at May meeting.

**FY24 Departmental Goals**

1. Find sustainable GIS approach for Building Department and land use department
2. Cut down on turnaround time for permits.
3. Review and make some changes to the zoning by-laws

**Staffing Levels**

The staffing of the office has historically been the full-time Building Commissioner, Principal clerk now a (Office manager), and part time inspectors of Wiring, plumbing and gas.

<b>Building Inspector</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Building Inspector	1.00	1.00	1.00
Assistant Building Inspector (Request)	-	0.66	0.66
Office Manager	1.00	1.00	1.00
Principal Clerk (Floater - Building/BOH)	0.19	0.19	0.19
Wiring Inspector (per event)	-	-	-
Electrical Inspector (per event)	-	-	-
<b>(01241) Subtotal</b>	<b>2.19</b>	<b>2.85</b>	<b>2.85</b>

Changes in FY23 included the hiring of a permanent part time assistant building inspector.

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget after additional dedicated hours were added in FY2023.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston  
FY23 Building Department – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>BUILDING INSPECTION</b>									
51100	Administrative Salaries	87,418	82,900	91,800	94,554	97,580	3,026	3.2%	97,580	-
51113	Clerical Salaries	46,914	47,210	44,535	60,958	63,976	3,018	5.0%	63,976	-
51116	Inspector Salaries	0	0	9,786	46,187	50,000	3,813	8.3%	50,000	-
51400	Longevity	100	100	0	-	-	-	0.0%	-	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>134,432</b>	<b>130,210</b>	<b>146,121</b>	<b>201,699</b>	<b>211,556</b>	<b>9,857</b>	<b>4.9%</b>	<b>211,556</b>	-
52410	Vehicle Maintenance	189	238	568	700	700	-	0.0%	-	(700)
53000	Professional Services	1,051	135	855	1,000	1,000	-	0.0%	1,000	-
53400	Communications	2,364	2,490	2,571	3,600	3,600	-	0.0%	3,600	-
53406	Computer License	0	10,000	10,500	10,500	11,400	900	8.6%	11,400	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>3,604</b>	<b>12,863</b>	<b>14,494</b>	<b>15,800</b>	<b>16,700</b>	<b>900</b>	<b>5.7%</b>	<b>16,000</b>	<b>(700)</b>
54200	Office Supplies	355	165	687	700	700	-	0.0%	700	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>355</b>	<b>165</b>	<b>687</b>	<b>700</b>	<b>700</b>	<b>-</b>	<b>0.0%</b>	<b>700</b>	-
57100	Professional Development	210	551	1,542	2,500	2,500	-	0.0%	2,500	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>210</b>	<b>551</b>	<b>1,542</b>	<b>2,500</b>	<b>2,500</b>	<b>-</b>	<b>0.0%</b>	<b>2,500</b>	-
58500	Purchase of Equipment	25,000	500	0	500	500	-	0.0%	500	-
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>25,000</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>0.0%</b>	<b>500</b>	-
<b>TOTAL</b>	<b>BUILDING INSPECTION (01241)</b>	<b>163,601</b>	<b>144,289</b>	<b>162,844</b>	<b>221,199</b>	<b>231,956</b>	<b>10,757</b>	<b>4.9%</b>	<b>231,256</b>	<b>(700)</b>

**Town of Holliston**  
**FY24 Animal Control Officer – Departmental Request**

**Animal Control (01292):**

**Description of Services**

The ACO budget (01292) is based off of an Intermunicipal Agreement with the Town of Ashland, originally signed in June of 2009.

The Animal Control Officer responds to calls for both Ashland and Holliston, but reports to the Town Manager of Ashland and outfitted with equipment through the Town of Ashland and the Ashland Police Department. The operational animal kennel is housed in Ashland. The Town of Holliston pays a set price to Ashland and the Agreement does not contain an escalator.

**FY23 Departmental Goals – Progress**

The Animal Control Officer has brought on part-time support within the fiscal year due to increases in calls for service.

**FY24 Departmental Goals**

1. Continue to meet increased calls for service.
2. Look at Intermunicipal Agreement for ways to optimize for Ashland and Holliston. Potential new regional partners are available.

**Staffing Levels**

The ACO is a full time position that is housed in the Town of Ashland’s public safety budget with a fixed cost currently paid from Holliston to Ashland to defray costs.

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>ANIMAL CONTROL OFFICER</b>									
52190	Professional Services	38,000	38,000	38,000	38,000	38,000	-	0.0%	38,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	-	<b>0.0%</b>	<b>38,000</b>	-
<b>TOTAL</b>	<b>ANIMAL CONTROL OFFICER (01292)</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	-	<b>0.0%</b>	<b>38,000</b>	-

**Town of Holliston**  
**FY24 Department of Public Works (DPW) Highway – Departmental Request**

**DPW Highway (01420):**

**Description of Services**

The Highway division of the DPW budget for Fiscal Year 2024 is being submitted to the Town Administrator at the guideline target of maintaining level services. This includes an increase of 2% per hour for labor union personnel, and 1.5% for non-labor annual salaries. FY2023 was the first year with a Grounds Division within our personal services. This includes a Grounds Foreman and two laborers. At the current time, we are fully staffed in the Highway division. Below is a detailed explanation of budget changes from FY2023

**Personnel**

- **51100 – DPW Director** – 40% of DPW Director; split with Water Enterprise Fund (60%)
- **51110 – Highway Superintendent** – impacted by non-union/ COLA
- **51112 – Regular Salaries** – impacted by Laborer’s CBA
- **51113 – Clerical Salaries** – impacted by non-union COLA and step
- **51118 – Foreman** – impacted by Laborer’s CBA
- **51200 – Temporary Labor** – miscellaneous painting, mowing, etc.
- **51300 – Regular Overtime** – dependent on multiple factors, but is impacted by increases in base pay set thru the CBA
- **51400 – Longevity** – impacted by Laborer’s CBA
- **51407 – Police Details** – Town pays rate for Police Details when needed for roadway projects; the rate for details has increased but this is also impacted by need; FY21 overage related to culvert project on Rt. 16 at Sherborn line

**Purchased Services**

- **52100 – Energy & Utilities** – electric and natural gas for highway
- **52400 – Buildings & Grounds Maintenance** – covers costs of plumbing, electrical issues, and maintenance of heating system at Arch Street facility
- **52405 – Equipment Maintenance** – does not include the costs of maintaining equipment for Snow & Ice. No equipment purchases Includes paid out services, everything sent out to repair i.e. engine rebuilds
- **52411 – Fuel System** – any maintenance needed for the “Fuel Master” system; primary vendor for maintenance has been Northeast Petroleum Service
- **52425 – Daily Maintenance** – miscellaneous materials (nuts/bolts, shovels, ladders, etc.) to temporary fencing, etc. Average transaction is relatively small. Includes material (gravel, stone, sand) purchases, also line painting of PD, Senior Center, golf course, municipal lot). Is used to purchase some equipment, also includes monthly fee for portable toilet at recycle center and cost to move and reprocess materials ie Framingham Salvage
- **52430 – Drainage Maintenance** – primary for culvert maintenance; primary vendor has been Putnam Pipe Corp. Purchases made in spring includes basins, manholes, sump holes, bricks, concrete, block

- **53000 – Professional Services** – All custodial costs plus various services that cannot be performed in house (example: beaver trapping), includes all recycle center brush grindings and removal, removal of sweepings, catch basin removal. Also includes monthly cleaning, fees for drug testing, any outside professional service not covered under another line item.
- **53005 – Engineering** – project based engineering costs are associated with project budgets; this line covers the regular need for engineering services; primary vendors are Web Engineering and AP Associates
- **53400 – Communications** – Primary vendors: Nextel and DSCI, Job Advertisements
- **53801 – Upbranch** – all tree work on Town-owned roadways and properties includes cost of police details.
- **53802 – Road Marking** – is expended almost entirely in the months of May/June due to schedule around weather conditions, includes all thermoplastic, road paint, center lines, fog lines, crosswalks and stop lines
- **53804 – Inspections** – all annual motor vehicle/truck inspections.

### Supplies & Materials

- **54200 – Office Supplies** – largest expenditures are for printer supplies and weekly timecards through Quill/Staples
- **54300 – Repair & Maintenance Supplies** – average transaction roughly \$200 for miscellaneous supplies; non-vehicle expenses. Used for purchases related to the highway shop ie oil, rags, grease. Plus replacement parts for small equipment ie weed whackers, saws etc...
- **54800 – Vehicle Maintenance** – average transaction roughly \$200 for miscellaneous vehicle supplies; parts related to the needs of the Head Mechanic. Includes small equipment purchases and vehicles tires including backhoe and loader tires
- **55390 – Signs** – related to the upkeep of existing signs (i.e. stop signs) in Town; related to broken or worn down signs that need replacement, does not factor in any need for new signs. Includes barrels, cones, solar sign maintenance.
- **55810 – Uniforms** – contractual amount set by the CBA

### Other Expenses

- **57100 – Professional Development** – Continuing education needs for staff; Mass. 2A, 4E and 4G classes as an example. All training, chainsaw safety, bucket truck and chipper safety.

### Capital Outlay

- **58601 – Road Rehabilitation** – regular road repairs (typically asphalt and binder) to supplement the limited annual funding (Chapter 90) from the State for the same purposes. Includes culvert repair, drainage projects. Typically is encumbered from year to year used by July 1<sup>st</sup> of the following fiscal year.

With the support of the Select Board and Finance Committee, we have been able to upgrade our older equipment, and purchase new equipment to improve efficiency and increase productivity. The creation of a Grounds Division allows us to devote a working crew dedicated to the maintenance of municipal grounds and green spaces in town, as well as the ability to undertake more responsibilities for improving the condition of athletic fields and park spaces. We continue to support the Trails Committee by providing them with labor and equipment as needed.

**Budget Recommendation (Filled out by Town Administrator)**

Level Service: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>HIGHWAY &amp; GROUNDS</b>									
51100	DPW Director	42,846	43,009	43,966	45,273	45,952	679	1.5%	45,952	-
51110	Highway Superintendent	96,964	97,646	106,460	86,000	90,042	4,042	4.7%	90,042	-
51112	Regular Salaries	484,406	442,493	470,622	565,689	578,051	12,362	2.2%	578,051	-
51113	Clerical Salaries	54,601	51,124	58,365	60,760	63,106	2,346	3.9%	63,106	-
51118	Foreman	69,624	50,486	72,205	74,894	77,625	2,731	3.6%	77,625	-
	Grounds Division Salaries	0	0	-	142,000	161,077	19,077	13.4%	161,077	-
51200	Temporary Labor	0	0	3,480	6,500	-	(6,500)	-100.0%	-	-
51300	Regular Overtime	9,533	11,595	14,179	12,000	18,500	6,500	54.2%	18,500	-
51400	Longevity	1,100	1,100	1,100	1,050	1,050	-	0.0%	1,050	-
51404	Duty Pay	0	0	13,199	13,000	13,000	-	0.0%	13,000	-
51407	Police Details	4,477	11,963	7,374	7,000	10,000	3,000	42.9%	10,000	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>763,551</b>	<b>709,416</b>	<b>790,950</b>	<b>1,014,166</b>	<b>1,058,403</b>	<b>44,237</b>	<b>4.4%</b>	<b>1,058,403</b>	-
52100	Energy & Utilities	5,410	4,295	4,187	5,100	7,530	2,430	47.6%	7,530	-
52400	Buildings & Grounds Maintenance	5,347	5,340	7,207	6,924	6,924	-	0.0%	6,924	-
52405	Equipment Maintenance	23,336	10,905	24,203	27,500	27,500	-	0.0%	27,500	-
52411	Fuel System	3,087	1,371	11,531	3,500	5,000	1,500	42.9%	5,000	-
52425	Daily Maintenance	18,461	16,602	23,772	20,000	21,500	1,500	7.5%	21,500	-
52430	Drainage Maintenance	11,972	9,697	11,696	14,000	14,000	-	0.0%	14,000	-
53000	Professional Services	13,298	20,769	53,721	34,000	34,000	-	0.0%	34,000	-
53005	Engineering	6,308	8,359	5,200	8,500	8,500	-	0.0%	8,500	-
53400	Communications	6,035	6,201	10,813	10,000	10,000	-	0.0%	10,000	-
53801	Upbranch	34,228	120,347	105,790	120,000	120,000	-	0.0%	120,000	-
53802	Road Marking	11,700	16,250	5,688	22,175	22,175	-	0.0%	22,175	-
53804	Inspections	3,615	2,300	1,060	2,500	2,500	-	0.0%	2,500	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>142,797</b>	<b>222,436</b>	<b>264,868</b>	<b>274,199</b>	<b>279,629</b>	<b>5,430</b>	<b>2.0%</b>	<b>279,629</b>	-
54200	Office Supplies	738	450	900	1,386	1,386	-	0.0%	1,386	-
54300	Repair & Maintenance Supplies	14,005	8,925	10,825	12,000	12,000	-	0.0%	12,000	-
54800	Vehicle Maintenance	44,608	42,012	43,764	46,113	46,113	-	0.0%	46,113	-
55390	Signs	1,251	1,340	3,222	5,000	5,000	-	0.0%	5,000	-
55810	Uniforms	4,725	4,900	6,630	7,613	8,750	1,137	14.9%	8,750	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>65,327</b>	<b>57,627</b>	<b>65,341</b>	<b>72,112</b>	<b>73,249</b>	<b>1,137</b>	<b>1.6%</b>	<b>73,249</b>	-
57100	Professional Development	820	375	1,410	5,000	5,000	-	0.0%	5,000	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>820</b>	<b>375</b>	<b>1,410</b>	<b>5,000</b>	<b>5,000</b>	-	<b>0.0%</b>	<b>5,000</b>	-
58601	Road Rehabilitation	235,065	302,129	236,209	300,000	300,000	-	0.0%	300,000	-
	Grounds Equip Purchase	-	-	-	-	30,000		100.0%	30,000	-
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>235,065</b>	<b>302,129</b>	<b>236,209</b>	<b>300,000</b>	<b>330,000</b>	<b>30,000</b>	<b>10.0%</b>	<b>330,000</b>	-
<b>TOTAL</b>	<b>DPW - HIGHWAY &amp; GROUNDS (01420)</b>	<b>1,207,560</b>	<b>1,291,983</b>	<b>1,358,778</b>	<b>1,665,477</b>	<b>1,746,281</b>	<b>80,804</b>	<b>4.9%</b>	<b>1,746,281</b>	-

**Town of Holliston**  
**FY24 Facilities Department – Proposed Budget**

**FACILITIES MANAGEMENT (01422):**

**Description of Services:** The primary expenses within the Facilities budget include:

1. **Energy & Utilities** - (Town Hall 52100; 1750 Washington 52113; Pinecrest 52118) – Electric Supply and Distribution rates have increased significantly after the first of the year. The good news is the Town is locked in at a great electrical generation rate until Dec of 23. Currently we are at \$0.1033 kWh for supply. Current Eversource supply rate has increased to \$0.256 kWh. We will look to lock in a new rate during the summer but it will not be at \$0.10 kWh. Based on discussion with various energy suppliers we can expect a Supply rate around \$0.20 during the next negotiation period. For FY24 I estimated a Supply rate of \$0.2017 for the second half of the fiscal year. Distribution rates have remained the same, at the moment, for small commercial customers. Natural gas supply and distribution will remain the same into FY24 due to a negotiated rate lock. Increase of \$27,170 from FY23 to FY24. NOTE: Have increased the Pinecrest (52118) Utility line by \$1000 in addition to the rate increases due to greater restaurant use during the off season.
2. **52400 Grounds/Building Maintenance** – Flat FY23 to FY24
3. **52410 Vehicle Maintenance** - Moved \$700 for the Town Hall EV's from 01241-52410 (Building Inspection) to Facilities. Also added \$2000 to cover the cost of 8 new tires for both EV's. The \$2000 can be removed in FY25.
4. **52905 Custodial** – Flat FY23 to FY24
5. **53400 Communications** – Flat FY23 to FY24.
6. **53406 Computer License** – Increase \$1,200 in license fees
7. **54300 Repair & Maintenance Supplies** – Flat FY23 to FY24
8. **54200 Office Supplies** – Increase by \$50 to be in line with actual expenses.
9. **57100 Professional Development** – Flat FY23 to FY24

**FY24 Departmental Goals**

1. Proactively plan for equipment/asset replacement, rather than an unprepared reactive approach.
2. Work to reduce significant increases in Utility Expenses by negotiating supply rates, implementing energy efficiency improvements (HVAC, Windows, Insulation, etc) and looking into solar energy systems for Town buildings.
3. Begin expansion into the school facilities.

**Budget Recommendations**

<b>Facilities Maintenance</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Facilities Manager	1.00	1.00	1.00
<b>(01422) Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: Non-union personnel adjustments explained in Executive Summary, page 5.

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



**Town of Holliston**  
**FY24 Facilities Department – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>FACILITIES MAINTENANCE</b>									
51100	Administrative Salaries	28,120	95,556	97,592	100,524	103,540	3,016	3.0%	103,540	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>28,120</b>	<b>95,556</b>	<b>97,592</b>	<b>100,524</b>	<b>103,540</b>	<b>3,016</b>	<b>3.0%</b>	<b>103,540</b>	<b>-</b>
52100	Energy&Utilities-Town Hall	30,259	29,221	34,616	35,000	48,900	13,900	39.7%	48,900	-
52113	Energy&Utilities-1750 Wash	4,801	2,729	2,653	3,500	4,900	1,400	40.0%	4,900	-
52118	Energy&Utilities-Golf Course	12,918	16,392	15,792	16,500	24,000	7,500	45.5%	24,000	-
52400	Grounds/Building Maintenance	71,952	50,733	85,706	97,500	97,500	-	0.0%	97,500	-
52410	Vehicle Maintenance	0	0	5,491	400	3,100	2,700	675.0%	3,100	-
52905	Custodial Services	13,266	15,277	19,251	13,500	13,500	-	0.0%	13,500	-
53400	Communications	897	1,188	1,103	2,400	2,400	-	0.0%	2,400	-
53406	Computer License (Dude)	0	0	3,828	12,000	13,200	1,200	10.0%	13,200	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>134,093</b>	<b>115,540</b>	<b>168,440</b>	<b>180,800</b>	<b>207,500</b>	<b>26,700</b>	<b>14.8%</b>	<b>207,500</b>	<b>-</b>
54200	Office Supplies	257	44	265	150	200	50	33.3%	200	-
54300	Repair & Maintenance Supplies	1,171	2,232	1,849	2,250	2,250	-	0.0%	2,250	-
54500	Town Hall Supplies	0	0	738	-	-	-	0.0%	-	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>1,428</b>	<b>2,276</b>	<b>2,852</b>	<b>2,400</b>	<b>2,450</b>	<b>50</b>	<b>2.1%</b>	<b>2,450</b>	<b>-</b>
57100	Professional Development	614	2,354	1,377	1,500	1,500	-	0.0%	1,500	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>614</b>	<b>2,354</b>	<b>1,377</b>	<b>1,500</b>	<b>1,500</b>	<b>-</b>	<b>0.0%</b>	<b>1,500</b>	<b>-</b>
58500	Purchase of Equipment	429	0	-	-	-	-	0.0%	-	-
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>429</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>FACILITIES MAINTENANCE (01422)</b>	<b>164,684</b>	<b>215,726</b>	<b>270,261</b>	<b>285,224</b>	<b>314,990</b>	<b>29,766</b>	<b>10.4%</b>	<b>314,990</b>	<b>-</b>

**Town of Holliston**  
**FY24 Snow Removal – Proposed Budget**

**SNOW & ICE (01423):**

**Description of Services**

The Snow & Ice budget of the Town operates under Mass. General Laws that dictate how/when the budget can be over expended and the circumstances of addressing the years in which winter weather drives this budget into the red.

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>SNOW AND ICE REMOVAL</b>									
51112	Regular Salaries	38,184	57,082	73,164	50,000	50,000	-	0.0%	50,000	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>38,184</b>	<b>57,082</b>	<b>73,164</b>	<b>50,000</b>	<b>50,000</b>	-	<b>0.0%</b>	<b>50,000</b>	-
52900	Plowing	74,652	147,113	188,229	100,000	100,000	-	0.0%	100,000	-
52901	Snow Removal	0	2,463	1,512	3,640	3,640	-	0.0%	3,640	-
53400	Communications	0	0	0	375	375	-	0.0%	375	-
53805	Weather	1,284	1,320	1,392	2,200	2,200	-	0.0%	2,200	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>75,936</b>	<b>150,896</b>	<b>191,133</b>	<b>106,215</b>	<b>106,215</b>	-	<b>0.0%</b>	<b>106,215</b>	-
54800	Vehicle Maintenance	18,603	42,935	39,017	8,435	8,435	-	0.0%	8,435	-
54900	Food	1,365	1,680	2,230	350	350	-	0.0%	350	-
55391	Sand & Salt	105,976	143,221	115,491	85,000	85,000	-	0.0%	85,000	-
55800	Other Supplies	0	0	0	-	-	-	0.0%	-	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>125,944</b>	<b>187,836</b>	<b>156,738</b>	<b>93,785</b>	<b>93,785</b>	-	<b>0.0%</b>	<b>93,785</b>	-
<b>TOTAL</b>	<b>SNOW AND ICE REMOVAL (01423)</b>	<b>240,064</b>	<b>395,814</b>	<b>421,035</b>	<b>250,000</b>	<b>250,000</b>	-	<b>0.0%</b>	<b>250,000</b>	-

**Town of Holliston**  
**FY24 Street Lighting – Proposed Budget**

**STREET LIGHTING (01424):**

**Description of Services**

A significant change in the nature of Street Lighting in Holliston was undertaken in FY22-23, detailed below. The primary expenses within the Street Lighting budget include:

- **Energy & Utilities** – Paid to Eversource/NSTAR Electric by address (15+ accounts) for traffic signals. **(\$7,620)**
- **Electricity** – The Town was historically billed at a rate/tariff that is charged to communities that “own” the streetlight attachments on the poles, but this was in error, as the Town had not owned them until FY22. In FY22, the Town executed a Purchase & Sale that resulted in the same rate/tariff, so this line stayed stagnant based on previous usage. If the Town had chosen not to purchase the lights, the increased rate/tariff would have increased 3x. The Town is now also finalizing the conversion to LED fixtures, but until that change has been made and historical data can be evaluated, the FY24 budget assumes status quo run rate. See Departmental Goals for more information. Note that the Town’s rate lock on electrical supply is \$0.1003 per KWh which runs through Dec. 2023. **(\$62,000)**
- **Equipment Maintenance** – Prior to purchasing the streetlights in FY22, the only maintenance that was paid for by the Town for lights was for traffic signals - a call to Bell Traffic Signal Maintenance generally costs \$575 per call, and for this the budget will still contain \$5,000 budget based on the average of FY18-21. Additionally, to avoid significantly higher costs, the Town pursued ownership of the lights which means that the Town is now responsible for the maintenance and will secure a contract with vendor, estimated at \$2,100 per month, that can take over maintenance of a system that is expected to be converted to LED within the fiscal year. This amount may be reduced when a contract is finalized, as the new fixtures come with a 10-year warranty, so issues with tree limbs or cars hitting the lights appears to be the main liability. **(\$30,200)**

Examples of recent additions of streetlights were Garrett & Highland in December 2017 and three (3) signal lights in Town Center which came online in September 2018. Multiple subdivisions that have recently been “accepted” by the Town have added to the inventory within FY23 – namely, “Highlands at Holliston” which are going through the conversion process with the rest of the Street Light network. New subdivisions are expected to install LED for any lighting that may become property of the Town.

**FY24 Departmental Goals / Objectives**

- Following the P&S for the streetlight equipment, the Town finalize the conversion of the streetlight system to LED to drastically cut the cost of electricity usage; this includes a re-design of the system as LED models can cover a larger radius.
- Finalize the Green Communities grant related to the conversion of streetlights to LED. The cost of equipment and labor related to the conversion (including re-design costs) came in at a total of \$352,534 with the costs approved by May 2022 Annual Town Meeting, but based on the grant (\$196,928) and rebates from the utilities (\$63,200), the remaining cost to be covered by the Town Meeting appropriation is only \$92,406, meaning that over \$260 thousand will be turned back to Free Cash when the project is complete.

The Town will continue to pursue electric rate locks that impact the cost of electricity, which aside from usage, is the other way to control costs in this budget category. Market impacts have been challenging for utility costs

Staffing Levels

No dedicated staff. The Town Administrator’s Office processes electric bills; added review of bills through the Facilities Manager and Sustainability Coordinator; Green Communities grant managed by IT Director for conversion.

Budget Recommendation (Filled out by Town Administrator)

Level Services: Level service budget.

New Requests Recommended by the Town Administrator: LED Conversion set to be completed in Spring 2023; redesign complete, order for new units in.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	STREET LIGHTING									
52100	Energy & Utilities	6,014	6,206	6,499	6,970	7,620	650	9.3%	7,620	-
52130	Electricity	58,160	55,995	64,370	62,000	62,000	-	0.0%	62,000	-
52405	Equipment Maintenance	10,213	4,911	5,684	30,200	30,200	-	0.0%	30,200	-
TOTAL	STREET LIGHTING (01424)	74,387	67,112	76,553	99,170	99,820	650	0.7%	99,820	-

**Town of Holliston**  
**FY24 Solid Waste – Proposed Budget**

**SOLID WASTE (01433):**

**Description of Services**

The primary expenses within the Solid Waste budget include:

1. **Collection Services** – Solid Waste/Recycling Collection (initially contracted with EL Harvey who was bought out by Waste Connections); the beginning of FY24 will mark the start of the final year of a five-year contract with the vendor. Market conditions will be explored, and vendor negotiations undertaken, to seek the most cost-effective services available. Contractual obligations, cost increases in the industry, new growth and prevailing wage rate increases all contribute to the elevated cost of providing this service. Recycling program is part of mandates from the State, but will be looked at for changes long term. **(\$1,159,658)**
2. **Disposal Expenses** – The Tipping Fee for solid waste at Wheelabrator (DBA WIN Waste) rose significantly in FY23 and will continue to escalate to meet contractual increases. Disposal expenses for recyclables continues to fluctuate with the volatile market as evidenced by the higher rate to dispose of a ton of recyclables, compared to a ton of solid waste, at the end of CY22. **(\$254,158)**
3. **Electronic Collection** – At Recycling Center this service is provided by Complete Recycling Solutions. **(\$12,588)**
4. **Hazardous Materials Collection Day** – Annual July event serviced by Clean Harbors. It is staffed by the Town and overseen by the Fire Chief. The Town provides additional HHW opportunities for residents by partnering with other communities in the region. Additionally, the Town allows residents to use neighboring communities' waste days on a reciprocal basis, and the Town is then billed for resident use. **(\$18,040)**
5. **Metals/Cardboard** – A service provided at the Recycling Center by Framingham Salvage. The Town receives revenue from metals collected. The Sustainability Coordinator and Deputy DPW Director switched this process in FY22-23, saving the Town approximately \$5,000 while also generating revenue for the Revolving Fund.  
Cardboard collection is a service provided at the Recycling Center by E.L. Harvey, based on a vendor change in FY22, which reduced the hauling costs, and are now under collection as service is provided by Harvey.
6. **Trash Stickers** – Stickers, sold through the Treasurer/Collector's Office, and window decals, are charged to this budget. **(\$4,200)**

**FY24 Departmental Goals**

1. Negotiate service extension with Waste Connections and/or procure new vendor to provide services.
2. Maximize operational efficiencies, savings and revenue generation at the Recycling Center and expand hours open to the public.
3. Collaborate with vendor on townwide outreach (e.g. brochure) to residents regarding curbside and drop-off collection services.
4. Ensure that the Recycling Center operations are maintained and potentially improved during the construction of the solar field on the capped dump adjacent to the Recycling Center.

## Staffing Levels

Part-time hours are budgeted for weekend staffing of the Recycling Center. Other staffing needs are met through assistance of DPW personnel (generally through Overtime) and vendor contracts. The newly established revolving fund, when revenues increase, may allow for additional staffing hours and increased hours of operation.

## Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>SOLID WASTE</b>									
52910	Solid Waste	1,262,685	1,274,518	1,234,435	1,376,118	1,474,188	98,070	7.1%	1,474,188	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>1,262,685</b>	<b>1,274,518</b>	<b>1,234,435</b>	<b>1,376,118</b>	<b>1,474,188</b>	<b>98,070</b>	<b>7.1%</b>	<b>1,474,188</b>	<b>-</b>
<b>TOTAL</b>	<b>SOLID WASTE (01433)</b>	<b>1,262,685</b>	<b>1,274,518</b>	<b>1,234,435</b>	<b>1,376,118</b>	<b>1,474,188</b>	<b>98,070</b>	<b>7.1%</b>	<b>1,474,188</b>	<b>-</b>

**Town of Holliston  
FY24 Wastewater Treatment Plant – Proposed Budget**

**Wastewater Treatment Plant (01440):**

**Description of Services**

The primary expenses within the Wastewater Treatment budget include:

1. **52100 Energy & Utilities** – Electric Supply and Distribution rates have increased significantly after the first of the year. The good news is the Town is locked in at a great electrical generation rate until Dec of 23. Currently we are at \$0.1033 kWh for supply. Current Eversource supply rate has increased to \$0.256 kWh. We will look to lock in a new rate during the summer but it will not be at \$0.10033 kWh. Based on discussion with various energy suppliers we can expect a Supply rate around \$0.20 during the next negotiation period. For FY24 I estimated a Supply rate of \$0.2017 for the second half of the fiscal year. Distribution rates have remained the same, at the moment, for small commercial customers. Natural gas supply and distribution will remain the same into FY24 due to a negotiated rate lock. Increase of \$7,100 from FY23 to FY24
2. **53000 Professional Services** – Existing two year monitoring contract with Clear Water Recovery expires in May of 2023. If we extend the existing contract (recommended) for another two years the monthly fee increases by \$277 for year one and \$377 for year two. Increase of \$3,325 from FY23 to FY24. NOTE: Do not recommend going out to bid for a new monitoring firm at this time due to the ongoing collaboration between Clear Water Recovery and Lombardo Associates regarding the modernization of the plant and potential downtown sewer connectivity.
3. **53400 Communications** – Flat FY23 to FY24.
4. **54300 Maintenance** – Flat FY23 to FY24.

**FY24 Departmental Goals / Objectives**

1. Prepare for findings from Feasibility Study underway by Lombardo Associates.

**Staffing Levels**

No dedicated staff. The Town Administrator's Office processes all bills and the Facilities Manager is responsible for directly interacting with contractors.

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Wastewater Treatment Plant – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>WASTEWATER TREATMENT</b>									
52100	Energy & Utilities	20,440	15,080	12,578	15,000	22,100	7,100	47.3%	22,100	-
53000	Professional Services	52,033	57,216	82,849	68,000	71,325	3,325	4.9%	71,325	-
53400	Communications	628	1,054	653	700	700	-	0.0%	700	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>73,101</b>	<b>73,350</b>	<b>96,080</b>	<b>83,700</b>	<b>94,125</b>	<b>10,425</b>	<b>12.5%</b>	<b>94,125</b>	<b>-</b>
54300	Maintenance	5,206	11,952	4,773	14,000	14,000	-	0.0%	14,000	-
<b>54000</b>	<b>SUPPLIES &amp; MAINTENANCE</b>	<b>5,206</b>	<b>11,952</b>	<b>4,773</b>	<b>14,000</b>	<b>14,000</b>	<b>-</b>	<b>0.0%</b>	<b>14,000</b>	<b>-</b>
<b>TOTAL</b>	<b>WASTEWATER TREATMENT (01440)</b>	<b>78,307</b>	<b>85,302</b>	<b>100,853</b>	<b>97,700</b>	<b>108,125</b>	<b>10,425</b>	<b>10.7%</b>	<b>108,125</b>	<b>-</b>



**Town of Holliston  
FY24 Motor Vehicle Fuel – Proposed Budget**

**Motor Vehicle Fuels (01499):**

**Description of Services**

The motor vehicle fuels budget is impacted by the price and usage. The price that the Town pays for gasoline and diesel is not the same that the average consumer pays at the pump, but is still impacted by volatility in the market. Usage has decreased since the beginning of the COVID-19 pandemic and appears to be a sustainable trend as the Town Departments below have gotten back to standard operating procedures, however, due to an outsourced School busing model, some trends are expected to continue.

Departments covered by this budget:

- DPW Highway Division
- Police Department
- Fire Department
- Facilities Department

Departments with fuel accounts but other funding sources:

- Council on Aging (also charged to revolving)
- School Department (also charged to school budget or programs)
- DPW Water Division (charged to Water Enterprise Fund)
- Housing Authority (charged to Authority)

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>OTHER PUBLIC WORKS</b>									
55392	Motor Vehicle Fuels	71,839	80,181	109,299	135,000	185,000	50,000	37.0%	185,000	-
<b>TOTAL</b>	<b>MOTOR VEHICLE FUELS (01499)</b>	<b>71,839</b>	<b>80,181</b>	<b>109,299</b>	<b>135,000</b>	<b>185,000</b>	<b>50,000</b>	<b>37.0%</b>	<b>185,000</b>	<b>-</b>

**Town of Holliston  
FY24 Board of Health – Proposed Budget**

**BOARD of Health (01512):** Board of Health / Health Director Agent

**Description of Services**

The Board of Health mission is to promote and protect the public health and safety, and to protect the environment. The Board meets these goals through proactive service, by continually reviewing and expanding our efforts in response to the needs of the community, and by serving as a resource for residents and other boards/committees. Additionally, it is our responsibility to promulgate and ensure compliance with Health Department, Town and State regulations under our jurisdiction.

**Accomplishments**

The Health Department continued administering and enforcing public health codes (State and local) relative to septic systems, housing, food service, private wells, beaches, semi-public swimming pools, tobacco control, summer camps, and animal inspector's duties as well as other areas during the pandemic.

For the second consecutive year, over 100 perc/test soil evaluations were conducted, with septic design plans submitted for an increased number of failed septic systems, where people are home more often. Upgraded septic plans and building permit reviews increased as home offices and additional rooms were needed.

All tobacco retailers licensed during the year were inspected again this year with regional support from the MetroWest Tobacco Control District. Tobacco enforcement and education was conducted in FY23, with continuation scheduled in FY24. Holliston Tobacco Regulations were reviewed by the Board in FY23 with implementation planned by FY24.

Holliston Health Department dispersed 107 cases (19,260 tests) of COVID-19 test kits and received, an additional 37 cases currently being distributed throughout the Town. Thanks to all Town personnel who assisted with unloading and dispensing kits. The regional COVID-19 clinics in Westboro wrapped up in FY23. Three Town COVID-19 clinics were held in Town Hall.

**FY24 Departmental Goals**

1. Continue to meet mandates under pandemic conditions.
2. Meet challenges of the pandemic, as it wound down in FY23 and as it changes in FY24.
3. Goal of new and existing staff training.
4. New State Title 5 Regulations and Revised Housing Code expected in June 2023.
5. New goals to be set by the Board of Health.

**Staffing Levels**

The Board of Health is comprised of three elected members: Joshua Mann, chairperson, Jay Leary, vice-chairperson and member Peter Liffiton. The Health

Department welcomes new member Peter Liffiton and thanks retiring member, Thomas Ellis.

The Board of Health regularly meets on the second and fourth Tuesday evenings of every month via teleconference. Over the course of the pandemic, these meetings became longer and more policy-driven, with increased stakeholder engagement and community involvement, during face mask and other COVID-19 guideline discussions.

The Health Department staff includes Health Agent/Director Scott Moles, R.S., and principal clerks Ann Adams and Kristin Abraham. The Board of Health receives part-time services from Title 5 septic inspector Paul Saulnier, P.E. and Food Inspector Leonard Izzo, R.S., CHO.

In FY23, additional clerk hours were increased, that has allowed us to continue the scanning of property files, fielding questions from residents regarding COVID-19, and increased logistics during the pandemic. In addition, the Health Department documents and supplies at Town Hall were reorganized for better access.

Community communicable disease and COVID-19 contact tracing was done by contract nurses at Salmon VNA, with Ann Labonte being our local contact. Covanta Transfer Station quarterly inspections were done by Brian Moran, of Stantec Engineering. These inspections are funded by Covanta.

<b>Board of Health</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Health Agent/Director	1.00	1.00	1.00
Principal Clerk	0.60	0.60	0.60
Principal Clerk (Floater - Building/BOH)	0.60	0.60	0.60
Food Service Inspector (per event)	-	-	-
Health Inspector/Agent (per event)	-	-	-
<b>(01512) Subtotal</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston  
FY24 Board of Health – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>BOARD OF HEALTH</b>									
51100	Administrative Salaries	86,174	88,041	89,802	91,598	92,972	1,374	1.5%	92,972	-
51113	Clerical Salaries	52,330	52,647	64,962	65,296	67,919	2,623	4.0%	67,919	-
51116	Inspector Salaries	2,920	3,500	4,280	4,000	4,000	-	0.0%	4,000	-
51210	Part Time Salaries	0	6,538	0	-	-	-	0.0%	-	-
51400	Longevity	250	300	300	150	200	50	33.3%	200	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>141,674</b>	<b>151,026</b>	<b>159,344</b>	<b>161,044</b>	<b>165,091</b>	<b>4,047</b>	<b>2.5%</b>	<b>165,091</b>	<b>-</b>
52908	HazMat Collection/Disposal	0	518	989	600	600	-	0.0%	600	-
53000	Professional Services	1,180	1,255	2,299	2,200	2,200	-	0.0%	2,200	-
53007	Visiting Nurse	1,658	2,144	1,239	2,000	2,000	-	0.0%	2,000	-
53400	Communications	2,466	2,545	2,049	2,400	2,400	-	0.0%	2,400	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>5,304</b>	<b>6,462</b>	<b>6,576</b>	<b>7,200</b>	<b>7,200</b>	<b>-</b>	<b>0.0%</b>	<b>7,200</b>	<b>-</b>
54200	Office Supplies	530	635	529	650	650	-	0.0%	650	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>530</b>	<b>635</b>	<b>529</b>	<b>650</b>	<b>650</b>	<b>-</b>	<b>0.0%</b>	<b>650</b>	<b>-</b>
57100	Professional Development	150	150	300	600	600	-	0.0%	600	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>150</b>	<b>150</b>	<b>300</b>	<b>600</b>	<b>600</b>	<b>-</b>	<b>0.0%</b>	<b>600</b>	<b>-</b>
<b>TOTAL</b>	<b>BOARD OF HEALTH (01512)</b>	<b>147,658</b>	<b>158,273</b>	<b>166,749</b>	<b>169,494</b>	<b>173,541</b>	<b>4,047</b>	<b>2.4%</b>	<b>173,541</b>	<b>-</b>

**Town of Holliston  
FY24 Council on Aging– Proposed Budget**

**HOLLISTON SENIOR CENTER (01541):**

**Description of Services**

Based on our previous year's budget (FY23) and our calculations and projections for FY24 we are requesting an overall increase of 3.56%.

- **51000 Personal Services:**

The primary expense of the Holliston Senior Center is personal services, representing an average of 79.04% of the budget from FY20 through FY24. For FY24 – personal services will account for 78.6% of the total year's budget.

- **51100 Administrative Salary**

The administrative salary for the Director will be increased by 5.5%

- **51110 Administrative Assistant Salaries**

We will be hiring a new Assistant Director, and presume that the new hire will be at a lower salary coming in. Estimated start date – March 6, 2023.

- **52000 Purchased Services**

- **52100 Energy and Utilities**

Energy and Utilities increase of \$7389, based on supplier cost increases. The Town's Electric supply is fixed until November of 2023. Our current negotiated supply rate is \$0.1033/kWh. The current Eversource rate is \$0.2617/kWh an increase of 153% percent. The town will look to negotiate a new supply rate in the summer but it will not be as good as our current rate. The calculation assumes that we will be able to negotiate a rate of \$0.2017/kWh as all market indications are that the rate will not be going down for at least the next year. We have no control on the Electric distribution rate. Currently at \$0.1495/kWh Last year it was \$0.1113/kWh. It is expected to increase this year. Our rates for Natural Gas Supply and Distribution are fixed for the entirety of FY24.

- **52400 Building and Grounds Maintenance**

Buildings and Grounds increase of \$1000, based on cost increases, observed by facilities.

## **FY23 – Departmental Goals –Progress**

While the COVID 19 virus still effected some areas of function at the Holliston Senior Center during FY23, the center enjoyed a greater return to normal than had been the case over the previous year. As we progressed through the year, overall the number of attendees returned to near normal levels, capacity at large events that included entertainment – were held at approximately 85% capacity as compared to pre-Covid era events. The availability of masks and hand-sanitizer and the continued option of utilizing outdoor space during the warmer seasons remained in effect.

During the first six months of FY23 the Senior Center provided in-person, in-center interactions on over 3742 individual occasions. Some of the reasons for coming to the center: exercise (tai-chi, Pilates, Zumba, yoga, energy focus movement), entertainment and holiday events, access to professional services (SHINE, legal, tax preparation), educational programming and lectures, interest groups (book groups, photography, art, dancing) and access to community partners (police, veterans and select board chats) and much more.

We will continue and expand community partnerships as new offerings in tax relief assistance and intergenerational collaborations are already underway. We also seek to utilize the wealth of insight and input from the community as a result if our UMass Boston 55+ survey. We seek to continue to increase connectivity between the senior center and other municipal departments to the greater benefit of all involved.

- We applied for and received a grant in the amount of \$21,500 from the MA Development Corporation. This grant will allow us to re-invigorate our taxi-transportation partnership which is a valuable extension to our existing ride services.
- This year's state Formula Grant was calculated using the 2020 census figures and an increased rate of \$12 per older adult which resulted in an increase of \$15,444. While much of this funding is used to support our Nutrition Program we seek to find additional ways to benefit the older adults we serve.
- Our Senior Support Foundation provided nearly \$57,000 for our programs in: education, fitness, culture and nutrition. Their continued support and assistance is a vital element of our ability to provide support to Holliston's older adult population.
- We also receive additional, in-kind and monetary donations in the \$4-7,000 range that contribute to our programs, gift (\$2274) and nutrition (\$2395) funds.
- The MWRTA funds provide approximately \$42,000 for our transportation service.
- The addition of new programs and events, includes: Select Chat, Grab and Go Produce, Tablet and Tech Classes and Drop-In One-One Instruction, Habitat for Humanity Home-Repair Collaboration, Coffee House Performances, Personal Growth Classes and more...

## **FY24 Departmental Goals**

- Concerted effort to work with the Council on Aging to develop a plan for implementing the suggestions and feedback that came out of the UMass Boston – Holliston 55+ Survey.
- Continue to expand opportunities for further community connection, expanded programming and engagement with any eye toward opportunities for intergenerational collaboration.
- Explore possible opportunities to work with the town leadership and departments to work toward having Holliston receive Age and Dementia Friendly designations.

- Continue to work with Habitat for Humanity and the Holliston Fire Department's Senior Safe Grant to assist older adults in getting needed home repairs and safety equipment.
- Provide Education and Professional Development for staff.
- Look for additional ways to expand capacity by attempting to find creative solutions for small staff challenges. Example: tax abatement program, interns, and co-op students.
- Keep a vigilant eye toward future grant possibilities to help expand service and program provision opportunities

#### Staffing Levels

<b>Council on Aging (Senior Center)</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
Senior Center Director	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00
Outreach Coordinator	1.00	1.00	1.00
Van Driver (Permanent PT) / Admin. Ass	1.00	1.00	1.00
Van Driver (Permanent PT)	0.48	0.48	0.48
Van Driver (Multiple PT)	variable	variable	variable
<b>(01541) Subtotal</b>	<b>4.48</b>	<b>4.48</b>	<b>4.48</b>

#### Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston  
FY24 Council on Aging– Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>COUNCIL ON AGING</b>									
51100	Administrative Salaries	63,217	75,027	69,078	71,191	75,107	3,916	5.5%	75,107	-
51110	Administrative Assistant	103,507	99,289	101,929	114,234	115,283	1,049	0.9%	115,283	-
51112	Regular Salaries	3,900	4,819	8,390	9,484	9,484	-	0.0%	9,484	-
51113	Clerical Salaries	0	178	27,030	23,678	23,272	(406)	-1.7%	23,272	-
51400	Longevity	200	150	100	50	-	(50)	-100.0%	-	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>170,824</b>	<b>179,463</b>	<b>206,527</b>	<b>218,637</b>	<b>223,146</b>	<b>4,509</b>	<b>2.1%</b>	<b>223,146</b>	<b>-</b>
52100	Energy & Utilities	13,998	11,714	13,360	15,500	22,889	7,389	47.7%	22,889	-
52400	Building & Grounds Maintenance	3,052	18,764	3,644	4,000	5,000	1,000	25.0%	5,000	-
53000	Professional Services	10,459	10,744	11,192	13,640	13,640	-	0.0%	13,640	-
53400	Communications	10,962	10,223	9,488	11,750	11,900	150	1.3%	11,900	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>38,471</b>	<b>51,445</b>	<b>37,684</b>	<b>44,890</b>	<b>53,429</b>	<b>8,539</b>	<b>19.0%</b>	<b>53,429</b>	<b>-</b>
54200	Office Supplies	6,606	3,953	6,336	7,250	7,250	-	0.0%	7,250	-
54800	Vehicle Supplies	113	1,051	122	2,000	2,000	-	0.0%	2,000	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>6,719</b>	<b>5,004</b>	<b>6,458</b>	<b>9,250</b>	<b>9,250</b>	<b>-</b>	<b>0.0%</b>	<b>9,250</b>	<b>-</b>
57100	Professional Development	621	145	1,071	1,200	1,200	-	0.0%	1,200	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>621</b>	<b>145</b>	<b>1,071</b>	<b>1,200</b>	<b>1,200</b>	<b>-</b>	<b>0.0%</b>	<b>1,200</b>	<b>-</b>
<b>TOTAL</b>	<b>COUNCIL ON AGING (01541)</b>	<b>216,635</b>	<b>236,057</b>	<b>251,740</b>	<b>273,977</b>	<b>287,025</b>	<b>13,048</b>	<b>4.8%</b>	<b>287,025</b>	<b>-</b>



**Town of Holliston**  
**FY24 Youth and Family Services- Proposed Budget**

**YOUTH AND FAMILY SERVICES (01542):**

**Description of Services**

The primary expenses within the Youth and Family Services budget is personal services, representing 89% of actual expenditures in FY22-24. In addition to our counseling program we are proud to partner with the Holliston Drug and Alcohol Awareness Coalition, who are the 2022 recipient of the Drug Free Communities Grant program which provides \$625,000 over the next 5 years to develop, enhance, and prevent vulnerable youth from misusing substances. Together with HDACC, the HPS, The Holliston PTO, Mindshare, and the Community Education Committee we have been working together to respond and align our resources that best meet the needs in the community. Holliston Youth and Family Services is an asset to the community, and we should preserve its legacy and ensure its longevity for years to come.

**5300 Professional Services-** This includes costs for retaining our outside Consultant which provides support to the program director, and clinical staff. Also included in this line item is the cost of our Electronic Medical Record, Theranest. This platform provides a streamlined documentation system for staff. There are rare instances where costs would increase such as a leave of absence in which staff are utilizing the support of the outside consultant more frequently and/or in the event of staffing increases or decreases in which Theranest would cost more or less depending on the number of staff utilizing that program. Our Clinical consultant has raised her rates resulting in a \$620 increase.

**53400 Communications-** This includes the cost of our phone systems. There is a \$500 increase to account for the installation and set-up of a new phone system for the DFC coordinator.

**43200 Office Supplies-** This line item includes office supplies and any expenses we take on when we run groups and need to purchase supplies, and it also includes purchasing therapeutic games and activities for our clients. When appropriate we use our gifts account (public donations) to offset costs for our clinical program as well as earmark funds when available. We have planned for an increase of \$500 to account for additional staff usage, and an increase in therapeutic groups.

**57100 Professional Development-** Licensed Independent Clinical Social Workers (LICSWs) and Licensed Mental Health Counselors (LMHCs) are required by statutory regulations to complete a certain amount of continuing education courses in order to maintain licensure. In addition we have a robust training program for graduate level interns in which they provide 24hrs a week of free clinical services to the community in exchange of training and mentorship. We increased this line item by \$500 to account for the increase in training costs and additional staff usage.

**FY23 Department Goals-Progress-** As I enter into my 5th year at Holliston Youth and Family Services, and the Department marks its 29<sup>th</sup> year in town I am most proud of how we have grown to meet the needs of the community. I have worked hard to enhance our program in order to provide high quality services that match the needs of our clients. In a recent survey of current clients we received 100% approval ratings in the areas of overall satisfaction with our service delivery model, attention to treatment needs and goals with clients, staff responsiveness to clients, and clients/families feeling respected and listened to. Some of our high priority areas as a department center around increasing program usage for short term and assessment based referrals, improving feedback through

satisfaction surveys, incorporating data driven measures to understand our service delivery model, executing groups at the high school and middle school, increasing supervisory/training opportunities for staff and interns, and organizing and aligning systems in support of mental health and substance misuse needs across town departments and throughout the community.

**Staffing Levels**

Staffing in YFS was bolstered by temporary assistance through ARPA. The Drug Free Communities Grant will add additional support in the organization, but is technically separate from YFS.

Youth & Family Services	FY2022	FY2023	FY2024
YFS Director	1.00	1.00	1.00
Court Diversion Coordinator	1.00	1.00	1.00
PT Clinical Support	0.40	0.40	0.40
Intern Program	variable	variable	variable
(01542) Subtotal	2.40	2.40	2.40

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Youth and Family Services- Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>YOUTH SERVICES</b>									
51100	Administrative Salaries	77,684	77,917	79,057	82,177	85,300	3,123	3.8%	85,300	-
51110	Administrative Assistant	56,952	62,794	63,308	65,898	68,973	3,075	4.7%	68,973	-
51210	Temp Salaries	0	0	5,521	-	-	-	0.0%	-	-
51400	Longevity	0	0	0	50	50	-	0.0%	50	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>134,636</b>	<b>140,711</b>	<b>147,886</b>	<b>148,125</b>	<b>154,323</b>	<b>6,198</b>	<b>4.2%</b>	<b>154,323</b>	<b>-</b>
53000	Professional Services	3,985	12,984	10,267	11,800	12,420	620	5.3%	12,420	-
53400	Communications	1,822	1,810	1,459	2,400	2,900	500	20.8%	2,900	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>5,807</b>	<b>14,794</b>	<b>11,726</b>	<b>14,200</b>	<b>15,320</b>	<b>1,120</b>	<b>7.9%</b>	<b>15,320</b>	<b>-</b>
54200	Office Supplies	659	908	632	1,000	2,000	1,000	100.0%	1,350	(650)
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>659</b>	<b>908</b>	<b>632</b>	<b>1,000</b>	<b>2,000</b>	<b>1,000</b>	<b>100.0%</b>	<b>1,350</b>	<b>(650)</b>
57100	Professional Development	460	2,402	625	2,000	2,500	500	25.0%	2,500	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>460</b>	<b>2,402</b>	<b>625</b>	<b>2,000</b>	<b>2,500</b>	<b>500</b>	<b>25.0%</b>	<b>2,500</b>	<b>-</b>
<b>TOTAL</b>	<b>YOUTH SERVICES (01542)</b>	<b>141,562</b>	<b>158,815</b>	<b>160,869</b>	<b>165,325</b>	<b>174,143</b>	<b>8,818</b>	<b>5.3%</b>	<b>173,493</b>	<b>(650)</b>

**Town of Holliston**  
**FY24 MetroWest Veterans' District – Proposed Budget**

**MetroWest Veterans' District (01543):**

**Description of Services**

The MetroWest Veterans' District is comprised of the Towns of Holliston, Medway, Hopkinton and Ashland. The Director & Veterans Services Officer oversees the department at the direction of the Board of Directors. Holliston is represented on the Board by the Town Administrator.

- **56943 Holliston's District Assessment** changes, in part, to changing US Census data that increases the apportionment for other communities
- **57700 Veterans' Benefits** is flat; State increased benefits' allowances as of July 1, 2022, monitoring
- **55800 Cemetary Flags** were up due to pricing which hit FY22. 75% of the cost of flags is reimbursed, no reimbursement for flag holders.

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>VETERANS' SERVICES</b>									
55800	Other Supplies	1,150	1,438	1,815	1,850	2,185	335	18.1%	2,185	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>1,150</b>	<b>1,438</b>	<b>1,815</b>	<b>1,850</b>	<b>2,185</b>	<b>335</b>	<b>18.1%</b>	<b>2,185</b>	<b>-</b>
56943	MetroWest Veterans District	42,353	41,239	42,983	42,639	45,022	2,383	5.6%	45,022	-
<b>56000</b>	<b>INTERGOVERNMENTAL</b>	<b>42,353</b>	<b>41,239</b>	<b>42,983</b>	<b>42,639</b>	<b>45,022</b>	<b>2,383</b>	<b>5.6%</b>	<b>45,022</b>	<b>-</b>
57700	Benefits	51,410	46,296	46,250	50,000	50,000	-	0.0%	50,000	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>51,410</b>	<b>46,296</b>	<b>46,250</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>0.0%</b>	<b>50,000</b>	<b>-</b>
<b>TOTAL</b>	<b>VETERANS' SERVICES (01543)</b>	<b>94,913</b>	<b>88,973</b>	<b>91,048</b>	<b>94,489</b>	<b>97,207</b>	<b>2,718</b>	<b>2.9%</b>	<b>97,207</b>	<b>-</b>

**Town of Holliston  
FY24 Holliston Public Library – Proposed Budget**

**LIBRARY (01610):**

**Description of Services**

The primary expenses within the library budget are for personal services, representing 69.86 % of actual expenditures in FY24. Direct care of the building and utilities comprises 8.91% with the rest providing traditional library services as enumerated below.

**51100** – Director (40 hours): reduced \$10,991 (10.99% reduction) to reflect actual salary of incoming director plus recommendations from Town Admin for FY24.

**51110** – Assistant Director (37.5 hours): increased \$5,318 (8.09% increase) to reflect step and cost of living increases.

**51111** – Children’s Librarian (37.5 hours): increased \$2,296 (3.76% increase) to reflect step and cost of living increases.

**51112** – Circulation Supervisor (25 hours): We are requesting an increase of \$24,214.08 (\$4,398 for existing position step and COLA and \$19,816 for new hours a 59.93% increase in total). See Staffing Section

**51119** – Cataloger (18 hours): We are requesting \$11,017 (\$1,231 Step and COLA for existing position and \$9,786 for new hours a 43.49% increase in total) in order to add 7 hours weekly to this position. See Staffing Section.

**51120** – Library Technicians: This line item includes 10 part time staff averaging 8 hours a person. We are requesting \$22,182. This reflects \$6,072 for step and COLA, and \$16,110 to transfer a long term staff salary from the State Aid to Library Grant to the Omnibus. See Staffing Section

**52100**—Energy & Utilities: Increased \$ 5,200 (26.67% increase) at the recommendation of James Kearst to reflect new energy rates.

**52400**—Grounds & Building Maintenance: Level funded at the recommendation of James Kearst. Includes miscellaneous repairs and elevator maintenance, and HVAC contracts.

**52905**—Custodial: Level funded \$24 dollar increase to cover inflation costs for janitorial supplies.

**53000**—Professional & Technical: Level funded. Pays for software and licensing for computer security, online reservation programs for museum passes, rooms and events plus our website.

**53400**—Communications: Increased \$ 2,277 overall. Minuteman Library Network membership increased from \$ 31,293 to \$ 33,016 (\$1,723) and an additional increase of \$554 to cover increased costs for additional phone lines.

**54200**—Office supplies: Level-funded. Includes ink for public printers; materials to catalog all library materials, barcodes, patron library cards as well as office supplies.

**55808**—Books: Equal to 15% of overall budget (required for state certification)

### FY23 Departmental Goals – Progress

LSTA Grant is well under way we have purchased the majority of the materials to increase our interactive children’s area.

We have transitioned to a new director. It’s been a bit of a slow start, but I am optimistic about the future of the library.

We have increased our adult program offerings with a series of live online author talks.

We have expanded our evening programming to include Dungeons and Dragons for children and adult groups, as well as the aforementioned online author talks.

### FY24 Departmental Goals

1. Write a state grant for Young Adult services. Increased staff time will free up our YA librarian from covering schedule gaps to work on an involved grant project.
2. Maintain our existing open hours and maintain our state aid eligibility.
3. Provide more support for adult programs, book clubs, and library technology instruction.
4. Provide new collections like a Library of Things and increased variety of traditional materials, by increasing the time available to order, process, and catalog new collections and items.
5. Decrease the time people wait for requested items.
6. Re-allocate space to create a new reserve-able room for patron use.

### Staffing Levels

### Budget Recommendations (Filled out by Town Administrator)

Level Services: Trustees requested (1) additional hours for Head of Circulation, (2) additional hours for Cataloger which would create benefit eligibility, and (3) moving a grant funded position to the Tax Levy.

New Requests Recommended by the Town Administrator: Town Administrator all three requests, but feels they must be phased in over time, including FY2024, FY2025 and FY2026. The two requests that have a positive impact on service and scheduling are recommended.

New Requests Not Recommended by the Town Administrator: Moving of the grant funded position will have to wait for a future year.

Library	FY2022	FY2023	FY2024
Library Director	1.00	1.00	1.00
Assistant Library Director	1.00	1.00	1.00
Cataloger	0.48	0.48	0.60
Children's Librarian	1.00	1.00	1.00
Head of Circulation	0.63	0.63	1.00
Library Technicians (10)*	variable	variable	variable
Library Page(s)	variable	variable	variable
<b>(01610) Subtotal</b>	<b>4.11</b>	<b>4.11</b>	<b>4.60</b>

*\*Ten (10) Library Technicians work a total of 88 hrs/wk on average*

**Town of Holliston**  
**FY24 Holliston Public Library – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>LIBRARY</b>									
51100	Administrative Salaries	86,323	88,125	92,526	90,434	89,009	(1,425)	-1.6%	89,009	-
51110	Administrative Assistant	61,371	63,071	64,480	65,772	71,090	5,318	8.1%	71,090	-
51111	Children's Librarian	45,363	52,487	58,936	61,144	63,440	2,296	3.8%	63,440	-
51112	Regular Salaries	91,460	85,870	82,502	88,333	110,515	22,182	25.1%	94,405	(16,110)
51119	Cataloger	22,812	21,536	24,343	25,330	36,347	11,017	43.5%	36,347	-
51120	Head of Circulation	38,734	38,995	39,743	40,403	64,618	24,215	59.9%	64,618	-
51400	Longevity	1,200	1,250	1,450	1,650	1,450	(200)	-12.1%	1,450	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>347,263</b>	<b>351,334</b>	<b>363,980</b>	<b>373,066</b>	<b>436,469</b>	<b>63,403</b>	<b>17.0%</b>	<b>420,359</b>	<b>(16,110)</b>
52100	Energy & Utilities	18,048	18,815	20,901	19,500	24,700	5,200	26.7%	24,700	-
52400	Buildings & Grounds Maintenance	11,394	11,604	5,911	11,600	11,600	-	0.0%	11,600	-
52905	Custodial	14,710	14,507	16,658	16,976	17,000	24	0.1%	17,000	-
53000	Professional Services	1,542	1,249	2,018	2,397	2,400	3	0.1%	2,400	-
53400	Communications	32,443	31,968	31,699	33,323	35,600	2,277	6.8%	35,600	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>78,137</b>	<b>78,143</b>	<b>77,187</b>	<b>83,796</b>	<b>91,300</b>	<b>7,504</b>	<b>9.0%</b>	<b>91,300</b>	<b>-</b>
54200	Office Supplies	2,652	2,242	2,887	3,000	3,000	-	0.0%	3,000	-
55800	Other Supplies	0	0	37	-	-	-	0.0%	-	-
55808	Books & Periodicals	81,681	82,482	85,579	92,600	94,000	1,400	1.5%	94,000	-
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>84,333</b>	<b>84,724</b>	<b>88,503</b>	<b>95,600</b>	<b>97,000</b>	<b>1,400</b>	<b>1.5%</b>	<b>97,000</b>	<b>-</b>
57100	Professional Development	119	-	-	-	-	-	0.0%	-	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>119</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>LIBRARY (01610)</b>	<b>509,852</b>	<b>514,201</b>	<b>529,670</b>	<b>552,462</b>	<b>624,769</b>	<b>72,307</b>	<b>13.1%</b>	<b>608,659</b>	<b>(16,110)</b>

**Town of Holliston  
FY24 Parks and Recreation – Proposed Budget**

**Parks and Recreation (Dept 01650):**

**Description of Services**

**Overview**

The sole expenses within the Parks and Recreation budget are personal services, representing 100% of our FY24 budget request

53000 – Personal Services – This budget request reflects an increase in the administrative salaries based on COLA, the Parks 25% share of our DPW representative's union contract, as well as a step increase for our Administrative assistant there are no additional staffing hours or other increases requested.

**FY23 Departmental Goals – Progress**

The Parks Department had our largest revenue producing summer in its history. We've expanded capacity at nearly all of our summer programs and still have space to grow to meet the growing demand for quality summer programming. Our summer program received an award from community kangaroo as the best summer program in the metro west.

We have continued to add programs and increase registration numbers during the school year, and have taken on full-time school hours programming during all half-days and professional days in order to better serve the needs of the community and maximize the usage of our space at 1750 Washington St.

Parks and Recreation was instrumental in advocating for, and funding our new grounds department and has seen that group hit the ground running with a clear increase in service level this fall.

**FY24 Departmental Goals**

1. Increase summer program registration for Parks and Recreation Programming by creating more usable space at both Goodwill Park and Stoddard Park
2. Additional waterfront services for summer '23 to include swimming lessons and additional guarding hours from what we were able to offer in summer '22
3. Collect Data on grounds department progress and continue to push for resource allocation, support, and communication to make sure that department is successful in our shared goals
4. Identify viable sites to create better space for basketball and pickle ball courts in Holliston



## Staffing Levels

Parks & Recreation	FY2022	FY2023	FY2024
Director of Parks & Recreation	1.00	1.00	1.00
Asst. Director of Parks & Recreation	1.00	1.00	1.00
Camp Director*	-	-	-
Waterfront Supervisor*	-	-	-
Maintenance*	-	-	-
Camp Supervisors*	-	-	-
Camp Counselors*	-	-	-
Lifeguards*	-	-	-
(1650) Subtotal	2.00	2.00	2.00

*\*Two full time positions are paid for by the General Fund; all other positions are seasonal or temporary and paid for through the Recreation Revolving Fund*

## Budget Recommendations (Filled out by Town Administrator)

Level Services:

New Requests Recommended by the Town Administrator:

New Requests Not Recommended by the Town Administrator:

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>PARKS &amp; RECREATION</b>									
51100	Administrative Salaries	66,578	67,792	68,900	81,065	84,064	2,999	3.7%	84,064	-
51110	Administrative Assistant	48,596	44,606	48,802	51,349	54,381	3,032	5.9%	54,381	-
51210	Part Time Salaries	13,776	13,595	14,423	14,647	15,453	806	5.5%	15,453	-
51400	Longevity	0	0	0	50	50	-	0.0%	50	-
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>128,950</b>	<b>125,993</b>	<b>132,125</b>	<b>147,111</b>	<b>153,948</b>	<b>6,837</b>	<b>4.6%</b>	<b>153,948</b>	<b>-</b>
52400	Buildings & Grounds Maintenance	-	-	9,755	-	-	-	0.0%	-	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>-</b>	<b>-</b>	<b>9,755</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>PARKS &amp; RECREATION (01650)</b>	<b>128,950</b>	<b>125,993</b>	<b>141,880</b>	<b>147,111</b>	<b>153,948</b>	<b>6,837</b>	<b>4.6%</b>	<b>153,948</b>	<b>-</b>

**Town of Holliston  
FY24 Rail Trail – Proposed Budget**

**Rail Trail (01660):**

This budget request is to support the maintenance of the Rail Trail, a 6.7 mile multi-use accessible trail, with a stone dust surface. Surfaces were installed between the years 2012 to 2020.

The maintenance work includes cutting of trees blocking the trail, removal of overgrowing and invasive vegetation, blowing of leaves off of surfaces and ditches, sign maintenance, trail grooming and digging of the ditches. The Holliston DPW has performed some tree cutting on trees that required use of a bucket truck, that were too high up, and too dangerous for removal by volunteers. The volunteers that maintain the Trail are typically Trails Committee members and other interested volunteers who work on the Trail. A used golf cart was purchased in 2017 to support the trail grooming, leaf blowing and delivery of tools and equipment to the section of the trail being maintained. The golf cart was outfitted with a home-made scraper to smooth the surfaces, typically damaged by dirt bikes and ATV's. Additionally a walk-behind leaf blower was retrofitted with a homemade bracket to allow the golf cart to be used to leaf blow the Trail surface.

The goals for Fiscal Year 2024 are to continue to maintain the trail to a safe and clean surface. The financial support will mainly be used for the tree services, golf cart maintenance, maintenance equipment, supplies, and support services.

During the calendar year of 2022, volunteers have donated over 1,000 hours of service in the maintenance of the Trail. See attached summary sheet for calendar year 2022. This year we had significant support by the Holliston DPW to install drainage pipes at the former ditches leading up to Phipps Tunnel. That area was a problematic maintenance issue, consuming significant volunteer time. With financial assistance from a MassTrails Grant, and in coordination with the Holliston DPW, 900 feet of pipe and gravel were installed on each side of the approach to the tunnel. The trail was made wider, and safer, through this section, and the project will simplify the maintenance for the future.

**Budget Recommendations (Filled out by Town Administrator)**

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston  
FY24 Rail Trail – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>RAIL TRAIL</b>									
52400	Buildings & Grounds Maintenance	-	1,000	293	5,000	5,000	-	0.0%	5,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	-	<b>1,000</b>	<b>293</b>	<b>5,000</b>	<b>5,000</b>	-	<b>0.0%</b>	<b>5,000</b>	-
<b>TOTAL</b>	<b>RAIL TRAIL (01660)</b>	-	<b>1,000</b>	<b>293</b>	<b>5,000</b>	<b>5,000</b>	-	<b>0.0%</b>	<b>5,000</b>	-

**Town of Holliston  
FY24 Celebrations – Proposed Budget**

**Celebrations (01692): Memorial Day**

**Description of Services**

The Town contributes to the cost of the annual Memorial Day parade in partnership with the American Legion and VFW.

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>MEMORIAL DAY</b>									
55800	Memorial Day	756	2,000	2,000	2,300	2,500	200	8.7%	2,500	-
<b>TOTAL</b>	<b>CELEBRATIONS (01692)</b>	<b>756</b>	<b>2,000</b>	<b>2,000</b>	<b>2,300</b>	<b>2,500</b>	<b>200</b>	<b>8.7%</b>	<b>2,500</b>	<b>-</b>

**Town of Holliston**  
**FY24 Debt Service – Proposed Budget**

**DEBT SERVICE (01710):**

**Achievements:**

A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating. **The Town of Holliston achieved an AAA bond-rating in 2021.**

**FY24 Outlook:**

All remaining debt in Holliston is “excluded” meaning that the funds raised to pay for it are outside the Tax Levy limited by Proposition 2 ½ until they mature. The debt service on the Holliston Police Station will be the only General Fund debt on the books after FY23 (maturing in FY29). The reduction in debt service from FY22 to FY23, and FY23 to FY24 does not create any additional budget flexibility because the remaining debt is entirely “excluded.”

Water Enterprise Fund debt is reflected in the DPW Water Division budget and includes a new borrowing for the Water Treatment Plant at Well No. 5.

Potential new General Fund borrowing authorizations may be pursued for a variety of known capital needs, reflected in the 5-Year Capital Plan, including infrastructure improvements to roadways and sidewalks, a new combined facility for the Department of Public Works (feasibility phase complete, design/engineering underway), and/or a Feasibility Study for a new High School (currently in Statement of Interest phase with MSBA). These potential requests for borrowing authorizations would most likely require not only Town Meeting support, but also a ballot question overseen by the Town Clerk's Office.

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>DEBT SERVICE</b>									
53005	Professional Services	511	2,000	2,000	4,000	4,000	-	0.0%	4,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>511</b>	<b>2,000</b>	<b>2,000</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>0.0%</b>	<b>4,000</b>	<b>-</b>
59100	Principal Long Term Debt	4,825,314	2,680,000	2,200,000	530,000	300,000	(230,000)	-43.4%	300,000	-
59150	Interest Long Term Debt	467,043	330,553	198,638	91,074	73,650	(17,424)	-19.1%	73,650	-
59250	Interest Short Term Debt	0	0	0	-	-	-	0.0%	-	-
59300	General Interest	0	0	0	2,500	-	(2,500)	-100.0%	-	-
<b>57600</b>	<b>DEBT SERVICE</b>	<b>5,292,357</b>	<b>3,010,553</b>	<b>2,398,638</b>	<b>623,574</b>	<b>373,650</b>	<b>(249,924)</b>	<b>-40.1%</b>	<b>373,650</b>	<b>-</b>
<b>TOTAL</b>	<b>DEBT SERVICE (01710)</b>	<b>5,292,868</b>	<b>3,012,553</b>	<b>2,400,638</b>	<b>627,574</b>	<b>377,650</b>	<b>(249,924)</b>	<b>-39.8%</b>	<b>377,650</b>	<b>-</b>

**Town of Holliston**  
**FY24 Employee Benefits & Insurances – Proposed Budget**

**COUNTY RETIREMENT (01911):**

The Middlesex County Retirement System (MCRS) was created by an Act of the Legislature in 1911, MCRS is the 4<sup>th</sup> largest of the 104 retirement systems in the Commonwealth. System provides retirement, disability and survivor benefits to approximately 6,000 retirees and 10,000 active employees of 31 Towns and 40 Districts and Authorities within Middlesex County. MCRS calculates the Town's liability and contribution schedule and the Town is legally obligated to meet the schedule once approved by PERAC. The Town allocates this to various cost centers for the employees covered.

**WORKERS' COMPENSATION (01912):**

Workers' Comp. is covered by MIIA and calculated based on rates and also aggregate salary. The Town allocates Workers' Comp to various cost centers for the employees covered.

**UNEMPLOYMENT (01913):**

Unemployment benefits are overseen by Dept. of Unemployment Assistance (DUA). Costs increased during COVID-19 but were in large part invalid (fraudulent claims) and were either addressed by the DUA over time, or were covered by CARES Act funding. The unemployment claims have since stabilized.

**BENEFITS (01914):**

**51750 – Health Insurance** – Benefits are provided by West Suburban Health Group (WSHG) a consortium of communities that procure health care together as protection against market volatility. In FY23 changes were made outside of the control of the Town or WSHG, with one of the providers that employees had access to (Fallon) stopped providing the plans that the Town had previously had access to. Additional changes are expected in the coming years as other providers (Harvard Pilgrim and Tufts) intend to consolidate. The FY24 budget is based on enrollment figures as of January 1, 2023.

**51790 – OPEB Contribution** – "Other Post Employee Benefits" represent the liability created by employees (Town & School) who are eligible for benefits when they retire from the Town. The Town's OPEB Trust Committee oversees the OPEB Trust Fund which is designed to meet national GASB guidelines for addressing the liability. The OPEB Trust Committee voted to recommend a contribution of \$1.25 million for FY24, which is allocated to a few different cost centers. This allocation meets the Financial Policies adopted by the Select Board and Finance Committee in the fall of 2021.

**51772 – Miscellaneous Pensions** – School employees that are eligible for the Mass. Teachers Retirement System (MTRS) pay into the system and the State contributes annually towards the liability; the MTRS system is less than 60% funded, but does not impact the Town's Omnibus Budget. School employees that are not eligible for MTRS but are pension-eligible, and all pension-eligible Town employees pay into the Middlesex County Retirement System (MCRS). In FY22, Town Meeting approved a Pension Stabilization Fund to address the concerning pension liability, and the first two significant payments were allocated from Free Cash (\$250,000, each), but the Town Administrator's Recommended Budget includes \$250,000 allocated to the Pension Stabilization Fund, in addition to the legally obligated contribution/assessment to Middlesex County Retirement System (MCRS) reflected in 01911.

**Town of Holliston**  
**FY24 Employee Benefits & Insurances – Proposed Budget**

		<b>AFTER ALLOCATION</b>								
<b>ACCT. NO.</b>	<b>ACCOUNT NAME</b>	<b>Actual Fiscal Year 2020</b>	<b>Actual Fiscal Year 2021</b>	<b>Actual Fiscal Year 2022</b>	<b>Budget Fiscal Year 2023</b>	<b>Dept. Req. Fiscal Year 2024</b>	<b>Chg. (\$) FY23-24 to FC Rec.</b>	<b>Chg. (%) FY23-24 to FC Rec.</b>	<b>TA Rec Fiscal Year 2024</b>	<b>Chg. (\$) TA Rec. to Dept. Req</b>
	<b>EMPLOYEE BENEFITS</b>									
51770 1	County Retirement	2,010,385	2,144,455	2,375,731	2,607,227	2,491,009	(116,218)	-4.5%	2,611,009	120,000
	<b>COUNTY RETIREMENT (01911)</b>	<b>2,010,385</b>	<b>2,144,455</b>	<b>2,375,731</b>	<b>2,607,227</b>	<b>2,491,009</b>	<b>(116,218)</b>	<b>-4.5%</b>	<b>2,611,009</b>	<b>120,000</b>
51710	Workers' Compensation	271,450	283,171	302,068	360,200	380,969	20,769	5.8%	380,969	-
	<b>WORKERS' COMPENSATION (01912)</b>	<b>271,450</b>	<b>283,171</b>	<b>302,068</b>	<b>360,200</b>	<b>380,969</b>	<b>20,769</b>	<b>5.8%</b>	<b>380,969</b>	<b>-</b>
51780	Unemployment	9,262	41,438	41,662	50,000	50,000	-	0.0%	50,000	-
	<b>UNEMPLOYMENT (01913)</b>	<b>9,262</b>	<b>41,438</b>	<b>41,662</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>0.0%</b>	<b>50,000</b>	<b>-</b>
51720	Disability Insurance	30,116	31,595	33,179	37,271	37,533	262	0.7%	37,533	-
51740	Life Insurance	13,751	13,016	12,482	14,970	14,042	(928)	-6.2%	14,042	-
51750 2	Health Insurance	4,658,224	5,032,781	5,089,573	5,679,312	6,006,596	327,284	5.8%	6,030,596	24,000
51751 5	Employee Health Mitigation Fund (EHMF)	7,458	46,958	27,917	36,000	24,400	(11,600)	-32.2%	24,400	-
51754 6	HSA Contribution	59,917	53,000	100,195	89,000	88,000	(1,000)	-1.1%	88,000	-
51755-7	HSA & FSA Administrative Fee	1,300	1,094	5,809	6,000	6,600	600	10.0%	6,600	-
51756	Employer Shared Responsibility	0	15,627	13,125	10,000	15,000	5,000	50.0%	15,000	-
51760	Medicare	504,754	514,328	552,428	548,737	572,057	23,320	4.2%	572,057	-
51761	Medicare Part B	8,405	9,419	9,369	10,755	7,139	(3,616)	-33.6%	7,139	-
51762	Medicare Part A Penalty & Surcharge	-	-	-	-	-	-	0.0%	-	-
	<b>INSURANCE</b>	<b>5,283,925</b>	<b>5,717,818</b>	<b>5,844,077</b>	<b>6,432,045</b>	<b>6,771,367</b>	<b>339,322</b>	<b>5.3%</b>	<b>6,795,367</b>	<b>24,000</b>
51772	Miscellaneous Pensions	-	1,249	-	-	-	-	0.0%	-	-
51790	OPEB Trust Contrib.	1,442,675	1,447,632	1,456,470	1,468,282	1,204,276	(264,006)	-18.0%	1,204,276	-
51791	Pension Stabilization Contrib.	-	-	-	-	250,000	250,000	100.0%	250,000	-
51930 4	Settlement for Salary Accounts	65,000	81,981	107,443	75,000	100,000	25,000	33.3%	100,000	-
51931	Other Administration Fees	72	25,555	18,885	23,700	14,500	(9,200)	-38.8%	14,500	-
	<b>BENEFITS</b>	<b>1,507,747</b>	<b>1,556,417</b>	<b>1,582,798</b>	<b>1,566,982</b>	<b>1,568,776</b>	<b>1,794</b>	<b>0.1%</b>	<b>1,568,776</b>	<b>-</b>
<b>TOTAL</b>	<b>EMPLOYEE BENEFITS (01914)</b>	<b>6,791,672</b>	<b>7,274,235</b>	<b>7,426,875</b>	<b>7,999,027</b>	<b>8,340,143</b>	<b>341,116</b>	<b>4.3%</b>	<b>8,364,143</b>	<b>24,000</b>
	<b>TOTAL BENEFITS (AFTER ALLOCATION)</b>	<b>9,082,769</b>	<b>9,743,299</b>	<b>10,146,336</b>	<b>11,016,454</b>	<b>11,262,121</b>	<b>245,667</b>	<b>2.2%</b>	<b>11,406,121</b>	<b>144,000</b>

**Town of Holliston  
FY24 Liability Insurance – Proposed Budget**

**LIABILITY INSURANCE (01945):**

**Description of Services**

The expenses within the Liability Insurance are paid to MIIA, which provides insurance coverage for the following:

- Public properties and buildings - \$2,500 deductible
- All vehicles - \$1,000 deductible
- Professional liability insurance for public officials - \$7,500 deductible
- General liability – Dams; cyber security, claims of bodily harm, personal injury, etc.

Workers' Compensation and Police/Fire Special Risk accident insurance are also covered under MIIA, but are reflected in a different budget.

The cost to bond our financial officers is also covered through this budget.

**FY23 Departmental Goals – Update**

Town Administrator staff has pursued competitive pricing opportunities to ensure that the Town is getting the best value from its MIIA relationship. The Town has engaged Jensen Sheehan as a broker of record to continue to review the market. To-date, it appears that Traveler's Insurance is the only private entity that is competitive in the municipal insurance space for a Town the size of Holliston.

**FY24 Departmental Goals**

1. Continue to pursue best practices to reduce risk;
2. Continue to pursue MIIA Flex Grant Program opportunities;
3. Continue to take advantage of professional development opportunities through MIIA for the Technology Director (Cyber Security), Facilities Manager (Preventative Maintenance) and other Department Heads

**Staffing Level** – The MIIA contract is managed through the Town Administrator's Office.

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: None requested

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



**Town of Holliston**  
**FY24 Liability Insurance – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>LIABILITY INSURANCE</b>									
57400	Property and Liability Insurance	244,963	245,831	365,486	336,306	391,710	55,404	16.5%	391,710	-
<b>57000</b>	<b>LIABILITY INSURANCE (01945)</b>	<b>244,963</b>	<b>245,831</b>	<b>365,486</b>	<b>336,306</b>	<b>391,710</b>	<b>55,404</b>	<b>16.5%</b>	<b>391,710</b>	<b>-</b>

**Town of Holliston**  
**FY24 Department of Public Works (DPW) Water Division – Proposed Budget**

**DPW Water Division (61450):**

**51100 -51407 Personnel**, Includes salaries, police details, temporary labor, overtime, (fluoridation OT is the overtime for weekend duty, and I don't know why it's called fluoride OT), longevity

**51710-51790 Personnel**, related to benefits, workers comp, disability, health insurance, Medicare, retirement, OPEB

**52100-52000 Purchased Services**

- 52100 Energy & Other utilities – Propane, gasoline (outside of town pumps)
- 52130 Electricity – All electric bills for water tanks, wells, treatment plants, 269 Central Street
- 52400 Building and Grounds Maintenance – mulch, paint, widows, furnace repair, any maintenance
- 52402 Computer Repair and Maintenance - ZERO we use 54200 office supplies
- 53031 Vehicle Maintenance – used to be 52410, all outsourced expenditures, oil changes, fleet repairs, Imperial, Madigan, Nicks Garage, MHQ
- 53000 Professional Services – Army Corps lease, contracted digs, SCADA, Design Temperature Control, Microbac, Walco, Weld Power, Green Plumbing (filters), hydro control, R&R
- 53011 Tank Inspection – contracted tank inspections
- 53012 Well Cleaning – contracted well cleaning
- 53400 Communications – postage, billing, cable, phones, job advertisements

**54200-55809 Supplies and Materials**

- 54200 Office Supplies - used for and computer maintenance, office supplies, printing of bills, CCR postcards, CCR's (CCRS are the annual consumer confidence reports)
- 54300 Repair and Maintenance Supplies – contractor supplies related to infrastructure repair, treatment plant repairs, water meters and MTU (remote readers), pumps (chemical or supply) vendors include Hoadley, Putnam Pipe, Mueller
- 54800 Vehicle Supplies – gasoline cost at town pumps
- 54900 Food Supplies – union negotiated cost after hours worked
- 55809 Field Expenses – Chemical purchase, pipes, valves, any field related expense, tools, brass stock, any purchase related to the necessary repair of system – Chemical prices extremely high in FY2023 and projected to continue, with some hope of leveling out when market stabilizes.

**56920 Intergovernmental**

- 56920 Safe Water Assessment – DEP annual bill related to withdrawal permit

**57000 Other expenses**

- 57100 Professional Development – training classes, license renewals

**58000 Capital Outlay**

- 58001 Hydrants – hydrant replacement, repair parts

**59000 Debt Service**

- 59100 – 59260 any cost associated with the repayment of debt

**Staffing Levels**

<b>DPW - Water Division</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
DPW Director (split with Hwy Div.)	0.60	0.60	0.60
Office Manager	1.00	1.00	1.00
Principal Clerk (Billing)	1.00	1.00	1.00
Chief Water Operator (Distribution)	1.00	1.00	1.00
Chief Water Operator (Treatment)	1.00	1.00	1.00
Water Equipment Operator II (Request)	5.00	6.00	6.00
<b>(01420) Subtotal</b>	<b>9.60</b>	<b>10.60</b>	<b>10.60</b>

**Budget Recommendation (Filled out by Town Administrator)**

Level Services: Level service budget, with significant cost increases that are being monitored.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston**  
**FY24 Department of Public Works (DPW) Water Division – Proposed Budget**

**Table 1 of 2**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>WATER</b>									
51100	Administrative Salaries	64,269	64,513	65,801	67,910	70,268	2,358	3.5%	70,268	-
51105	Foreman	134,374	138,815	131,519	160,469	167,398	6,929	4.3%	167,398	-
51110	Administrative Assistant	54,601	55,147	59,697	60,760	63,106	2,346	3.9%	63,106	-
51112	Regular Salaries	278,555	290,086	301,502	327,508	376,630	49,122	15.0%	376,630	-
51113	Clerical Salaries	46,914	47,210	48,212	50,111	43,268	(6,843)	-13.7%	43,268	-
51200	Temporary Labor	0	0	83	5,000	-	(5,000)	-100.0%	-	-
51300	Overtime	20,372	29,654	109,195	45,000	125,000	80,000	177.8%	105,000	(20,000)
51306	Flouridation OT	17,783	19,416	16,619	26,779	26,779	-	0.0%	26,779	-
51400	Longevity	650	750	850	850	750	(100)	-11.8%	750	-
51404	Duty Pay	0	0	13,000	13,500	13,500	-	0.0%	13,500	-
51407	Police Details	4,416	2,816	7,591	5,411	5,500	89	1.6%	5,411	(89)
	<i>Subtotal Personal Services</i>	<i>621,934</i>	<i>648,407</i>	<i>754,069</i>	<i>763,298</i>	<i>892,199</i>	<i>128,901</i>	<i>16.9%</i>	<i>872,110</i>	<i>(20,089)</i>
51710	Workers' Compensation	16,224	15,170	16,644	15,745	18,679	2,934	18.6%	18,679	-
51720	Disability Insurance	2,550	2,704	2,993	3,111	3,281	170	5.5%	3,281	-
51740	Life Insurance	378	361	361	361	358	(3)	-0.8%	358	-
51750	Health Insurance	65,534	49,551	63,383	73,389	94,752	21,363	29.1%	94,752	-
51760	Medicare	7,899	7,714	8,309	8,625	10,048	1,423	16.5%	10,048	-
51770	County Retirement	105,110	103,028	110,705	120,542	125,340	4,798	4.0%	125,340	-
51790	OPEB	21,231	15,896	19,988	21,793	28,165	6,372	29.2%	28,165	-
	<i>Subtotal Benefits</i>	<i>218,926</i>	<i>194,424</i>	<i>222,383</i>	<i>243,566</i>	<i>280,623</i>	<i>37,057</i>	<i>15.2%</i>	<i>280,623</i>	<i>-</i>
<b>51000</b>	<b>PERSONAL SERVICES</b>	<b>840,860</b>	<b>842,831</b>	<b>976,452</b>	<b>1,006,864</b>	<b>1,172,822</b>	<b>165,958</b>	<b>16.5%</b>	<b>1,152,733</b>	<b>(20,089)</b>

**Town of Holliston**  
**FY24 Department of Public Works (DPW) Water Division – Proposed Budget**

**Table 2 of 2**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Budget Fiscal Year 2023	Dept. Req. Fiscal Year 2024	Chg. (\$) FY23-24 to FC Rec.	Chg. (%) FY23-24 to FC Rec.	TA Rec Fiscal Year 2024	Chg. (\$) TA Rec. to Dept. Req
	<b>WATER</b>									
52100	Energy & Other Utilities	31,461	35,000	34,614	31,500	31,500	-	0.0%	31,500	-
52130	Electricity	217,719	226,000	210,870	226,000	387,707	161,707	71.6%	350,000	(37,707)
52400	Buildings & Grounds Maintenance	11,955	13,164	10,829	13,164	13,164	-	0.0%	13,164	-
53031	Vehicle Maintenance	10,975	10,000	13,726	15,000	15,000	-	0.0%	15,000	-
53000	Professional Services	199,541	159,000	204,917	203,227	250,000	46,773	23.0%	210,000	(40,000)
53011	Tank Inspection	-	10,000	-	10,000	10,000	-	0.0%	10,000	-
53012	Well Cleaning	36,075	15,000	-	20,000	20,000	-	0.0%	20,000	-
53400	Communications	23,984	27,000	25,415	25,000	25,000	-	0.0%	25,000	-
<b>52000</b>	<b>PURCHASED SERVICES</b>	<b>531,710</b>	<b>495,164</b>	<b>500,371</b>	<b>543,891</b>	<b>752,371</b>	<b>208,480</b>	<b>38.3%</b>	<b>674,664</b>	<b>(77,707)</b>
54200	Office Supplies	11,567	9,201	12,504	9,201	9,201	-	0.0%	9,201	-
54300	Repair & Maint. Supplies	24,431	40,000	24,656	38,000	52,000	14,000	36.8%	42,000	(10,000)
54800	Vehicle Supplies	14,413	15,000	17,278	15,000	15,000	-	0.0%	15,000	-
54900	Food Supplies	30	250	420	250	250	-	0.0%	250	-
55392	Gas/Diesel	0	0	29,226	-	-	-	0.0%	-	-
55809	Field Expenses	152,599	203,250	268,374	176,278	450,000	273,722	155.3%	400,000	(50,000)
<b>54000</b>	<b>SUPPLIES &amp; MATERIALS</b>	<b>203,040</b>	<b>267,701</b>	<b>352,458</b>	<b>238,729</b>	<b>526,451</b>	<b>287,722</b>	<b>120.5%</b>	<b>466,451</b>	<b>(60,000)</b>
56920	Safe Water Assessment	3,289	4,000	3,364	4,000	4,000	-	0.0%	4,000	-
<b>56000</b>	<b>INTERGOVERNMENTAL</b>	<b>3,289</b>	<b>4,000</b>	<b>3,364</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>0.0%</b>	<b>4,000</b>	<b>-</b>
57100	Professional Development	4,451	5,678	7,869	5,000	5,000	-	0.0%	5,000	-
<b>57000</b>	<b>OTHER EXPENSES</b>	<b>4,451</b>	<b>5,678</b>	<b>7,869</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>0.0%</b>	<b>5,000</b>	<b>-</b>
58001	Hydrants	7,522	15,000	-	15,000	15,000	-	0.0%	-	(15,000)
<b>58000</b>	<b>CAPITAL OUTLAY</b>	<b>7,522</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>(15,000)</b>
59100	Principal	575,210	577,605	585,052	752,633	745,108	(7,525)	-1.0%	745,108	-
59150	Interest	126,992	101,538	75,911	538,318	349,284	(189,034)	-35.1%	349,284	-
59260	Administration Fees	3,123	2,958	2,789	2,617	2,441	(176)	-6.7%	2,441	-
<b>59000</b>	<b>DEBT SERVICE</b>	<b>705,325</b>	<b>682,101</b>	<b>663,752</b>	<b>1,293,568</b>	<b>1,096,833</b>	<b>(196,735)</b>	<b>-15.2%</b>	<b>1,096,833</b>	<b>-</b>
<b>TOTAL</b>	<b>WATER</b>	<b>2,296,197</b>	<b>2,312,475</b>	<b>2,504,266</b>	<b>3,107,052</b>	<b>3,572,477</b>	<b>465,425</b>	<b>15.0%</b>	<b>3,399,681</b>	<b>(172,796)</b>