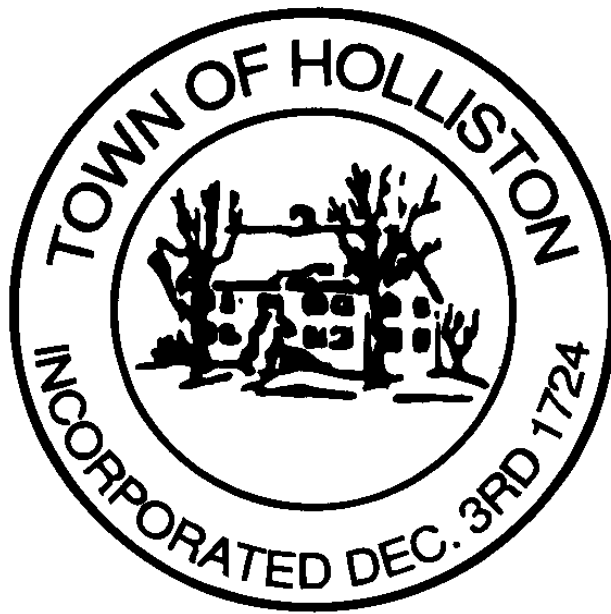


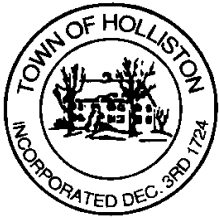
FY2025 Operating Budget



Town Administrator
Recommendation
March 4, 2024

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To: Holliston Select Board
From: Travis Ahern, Town Administrator
Date: March 4, 2024
Subject: Town Administrator Budget Message for Fiscal Year 2025

Executive Summary

Please find below a balanced and comprehensive Town budget for the fiscal year beginning July 1, 2024 and ending June 30, 2025. Unfortunately, as of today, the outlook for the FY2025 Operating Budget is relatively bleak, with some significant hurdles to surmount if the Town would like to avoid either Operational Override(s) to the Tax Levy, or cuts to Town/School services, as further budget cuts beyond the below recommendations will generally require a reduction in headcount. **The driving factors of the bleak FY2025 outlook are detailed below but ultimately relate to two key elements: (1) a lack of revenue growth and (2) inflation outpacing Proposition 2 ½ restrictions.**

The Prior Year Tax Levy (FY2024) was set at \$55,868,973 (before excluded debt, which declines as the debt matures) and the 2.5% growth allowed on the prior year Levy is a maximum of \$1,396,724 in “new” Tax Levy dollars for FY2025. The Town is allowed to assume New Growth on top of those new dollars for residential or commercial/industrial property changes, which has historically been assumed at +\$325,000, precariously close to the FY2024 actual New Growth of \$406,832. So the allowable growth of the FY2025 Tax Levy is as follows:

• FY2025 Prop. 2 ½ “New” Dollars:	\$1,396,724
• <u>FY2025 New Growth Estimate:</u>	<u>\$325,000</u>
Total “New” Tax Levy Dollars (Prop. 2 ½):	\$1,721,724

Additional opportunities for revenue growth come from State Aid and Local Receipts. While the Town has continued to grow Local Receipts over time, namely with PILOT payments for public/private solar projects, Local Receipts are only a modest part of the Town’s overall revenue picture. State Aid on the other hand, can and has moved the needle for the Town’s budget development processes in year’s past, but for FY2025 the Governor’s Budget currently assumes a mere 1.48% growth (net of charges) from prior year (see page18). When factoring in the Tax Levy (above) with the State Aid and Local Receipts (below), the total “new” revenue available in FY2025 to balance the budget is currently assumed at:

• Total “New” Tax Levy Dollars (Prop. 2 ½):	\$1,721,724
• State Aid Increase from Prior Year (Net):	\$150,875
• <u>Local Receipts Increase from Prior Year:</u>	<u>\$11,677</u> *up 19% over 5-year ave.
Total General Fund Revenue Increase FY2025	\$1,884,276

To put this Revenue increase in perspective:

- The **requested budget increases for all Town Departments (Org. numbers 01122-01914) is a total of \$1,364,823**, prior to recommended adjustments by the Town Administrator; and
- The budget **request for the Holliston Public Schools (presented by the Superintendent to the School Committee on Feb. 29, 2024) requests a budget increase of \$2,988,017** (a 7.37% increase of the \$40,529,934 budget for FY2024);
- Additionally, the proposed **increase for the Keefe Tech. assessment is +\$295,683** for FY2025.

For information specific to the **Holliston Public Schools** budget development process, see their [website](#), but for a summary format please refer to Section III (page 7) and the FY2025 Revenue & Expenditure summary on page 15.

In total, even when factoring in deep cuts for items like the Capital Set Aside from the Levy, the starting position of this FY2025 Town Administrator budget document is a budget deficit of \$3,050,371 (see table on page 15).

Section I: Overview

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 ongoing negotiations of Collective Bargaining Agreements (CBAs) for the both the Holliston Public Schools and the Holliston Police Department, as well as potential tax-supported Warrant Articles that may be needed at the Annual Town Meeting on May 13, 2024, or the Fall Town Meeting on Oct. 21, 2024, depending on the timing of when these CBAs are settled, or other unknown fluctuations.

The intention of this document is to summarize, in great detail, the Town of Holliston's FY2025 Revenues Assumptions & Operating Budget Proposal as of a date in time (March 4, 2024), with the intention of offering the Select Board, Finance Committee, and ultimately Town Meeting the opportunity to approve a balanced budget to provide ongoing and critical services for the coming fiscal year.

Government uses many acronyms that can impede a stakeholder's engagement with this subject matter, so a [Glossary of Terms](#) has been provided on the Town's website for readers.

3-Year Look-Back: FY2022-24 were three (3) fiscal years in which the Town returned to (financial) normalcy from the 2020 pandemic with significant financial assistance from the American Rescue Plan Act (ARPA).

Numerous budget items were absorbed within the current year budget (FY2024) after having been helped along with "one time monies" during the last three (3) years, namely the cost of Tuition-Free Full Day Kindergarten at an annual budget of approximately \$650,000, which was previously paid for by fees into a Revolving Fund.

Additionally, enhancements to the grounds management under DPW for the benefit of schools, parks, and the Town at large, was accomplished and is now part of level service.

Looking ahead to FY2025: The FY2025 Town Administrator Recommended Budget reflects the impacts of maintaining a level of service that meets State statute/regulations and the needs of Holliston residents and businesses. It also incorporates items from the new **5-Year Strategic Plan for the Town which covers FY2025 thru FY2029** (see page 8).

There are numerous items influx at the time of printing this document, such as the CBAs mentioned above, and the Select Board and Finance Committee will have the advantage of time to consider any new information on revenues (such as State Aid) as this process develops between now and Town Meeting in May 2024.

Budget Roadmap:

- Executive Summary (you are here) (pages 3-14)
- FY2025 Budget Schedule (page 14)
- FY2025 Revenue vs. Expenditure Summary (DLS Tax Rate Recap format) (page 15)
- 5-Year (Detailed) Revenue & Expenditure Forecast (page 16)
- Financing Sources for FY2025 – Explanation of Revenue Assumptions (pages 17-22)
- FY2025 Departmental Budget Requests, with TA Recommended changes (where applicable) (pages 23-114)
- FY2025 Budget Summary – Moderator Format (as voted at Town Meeting) (page 115)

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 4, 2024. This will be followed by Select Board and Finance Committee recommendations for Annual Town Meeting on May 13, 2024 to consider for adoption of an FY2025 budget for the fiscal year beginning July 1, 2024 and ending June 30, 2025.

Section II: Revenue

A detailed summary of Revenue (Financing Sources) can be found on pages 17-22, below is an executive summary. The Town Administrator Recommended Budget is based on merit and available revenue, so any adjustment from Departmental Request to Town Administrator Recommendation should be viewed in the context of scarcity of resources. Revenue by category:

❖ Tax Levy

The FY2025 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 FY2025 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 Collective Bargaining Agreements (CBAs) and other cost escalations like the Keefe Tech Assessment.

❖ State Aid

This budget recommendation assumes the implementation of the Governor's FY2025 budget, in which Unrestricted General Governmental Aid (UGGA) received a modest 3.0% increase (from \$1.85 million in FY2024 to \$1.91 million in FY2025; +\$55,538). The largest portion of State Aid is Chapter 70 funding and when the Town adopted Full Day Kindergarten in FY2022 (utilizing ARPA funding to cover the initial phase-in) the Chapter 70 component of State Aid was significantly impacted as a result. Unfortunately, within the Governor's Budget for FY2025, Chapter 70 receipt assumptions increases by only 0.9% (from \$8.91 million to \$8.99 million; +\$79,560).

Beyond the TA's Recommended Budget on March 4, 2024, the Town will continue to monitor changes to proposed State Aid, however, 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.

The bottom line impact change from Final State Aid in FY2024, to the Governor's Proposal for FY2025 can be found in a table on page 18.

❖ Local Receipts

The relatively flat assumption for Local Receipts assumption (+\$3,677, or 0.09%) in FY2025 is does not truly reflect the significant progress made in this category, as the Local Receipts were raised in FY2024 to balance the prior year adjustment to New Growth in order to set the Tax Rate – the 5-year average for Local Receipts assumptions for FY20-24 Tax Rate setting is only \$3.606 million, meaning that a 4.295 million assumption is actually a 19% increase over the 5-year average. This increase is driven by new PILOT agreements for solar projects (public and private). Interest Income has also bounced back significantly given what the Fed has done on a national level. 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 19 for greater detail.

❖ Other

The Town of Holliston has historically allocated the majority of its available DLS-certified Free Cash at its October Fall Town Meeting, but a balance of \$150,000 was unallocated in October 2023 and carries forward to May 2024

Annual Town Meeting. While this funding can 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, Programmatic Stabilization Fund, Capital Expenditure Fund, etc., which are considered one-time monies. In the Level 1 revenue assumption, \$30,000 is included in “Other” to take funds from the Opioid Stabilization Fund and offset the cost of personnel in the Youth & Family Services budget. Ambulance requires a large budget increase in FY2025, and while the Town Administrator Recommended Budget reduces the Departmental Request, the 30% increase is also only achievable through the use of \$250,000 from the Programmatic Stabilization Fund in FY2025. The fund balance must remain at approximately \$80,000, so Free Cash will be needed to be allocated to the fund to achieve the \$250,000 use and maintain the balance.

Section III: Expenditures

Budget Drivers

- The largest Collective Bargaining Agreements (CBAs) are all currently in the final year of three-year agreements (covering the FY2022 budget through FY2024), and so where any CBA is not yet complete for FY2025 and beyond, these budgets use assumptions for FY2025 costs. Ultimately, if CBAs are not finalized by early April 2024, it’s possible that the May 2024 Town Meeting will not reflect the final costs and the October 2024 Fall Town Meeting may be needed to reconcile CBAs costs above assumption. **In this regard, CBAs are generally “subject to appropriation” by Town Meeting.**
- Non-union salary adjustments follow a COLA and Step schedule laid out in the Personnel By-Laws. 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 and based on performance evaluations from the Town Administrator (completed Nov. 2023 to January 2024).
- From a pure dollar perspective, the cost of retirement, benefits & insurances (01911-01945) represents a \$289,678, or 2.5%, proposed increase in FY2025. **This is driven by a 10% increase from West Suburban Health Group (WSHG) for the Town’s health insurance plans, but is offset by changing health plan offerings from WSHG.** The Town and its PEC pursued a market comparison for WSHG twice in the last three (3) years, looking at MIIA and the GIC as alternatives but ultimately did not switch. 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 FY2024 recommendation included an additional \$120,000 for County Retirement (“pension” 01911) to smooth a known spike in FY2025 for the Middlesex County Retirement System assessment, and due to this prior year adjustment, the Town Administrator’s FY2025 budget backs out the \$120,000 from the Financial Policy driven \$250,000 contribution, helping to balance the bottom line.
- Solid Waste (01433) is a budget that is driven by the Town’s contract with EL Harvey [purchased by WIN Waste], and the contract entered its final year of five (5) total years in FY2024. The Town has agreed to a 3 year contract extension (FY2025-2027) with options for FY2028-2029, summarized on page 81 and for a total increase of 5.1% in the first year of the contract extension (FY2025). This is a very favorable outcome for the Town compared to the market for similar contracts.
- Public Safety Dispatch – Organizational Changes impact the budgets for Police (01210), Fire (01220) and Ambulance (01231). The Town transitioned public safety dispatch to Holbrook RECC on Dec. 28, 2023 (mid-way through FY2024) which essentially outsourced the dispatch function to a regional solution. In order to maintain 24/7 coverage of HPD at 550 Washington Street, the FY2024 HPD budget included personnel adjustments, essentially increasing the number of Police Officers and administrative support, which was entirely

offset by the reduction in Holliston dispatchers, as dispatchers will be employed by Holbrook RECC. For FY2025, complete reduction in dispatchers salaries partially offsets the increase in assumption for salary (pending CBA) and the final staffing model for 24/7 operations.

Regional Dispatching Grant Summary (5-Year Projection): The FY2025 and FY2026 budgets will reflect no operational costs of public safety dispatching as the first two (2) full years of costs, but the Town will plan for ½ a year of costs coming back into the budget in FY2027 (\$165,000 approximately) and then ¾ in FY2028 (\$250,000 approximately) and then the full amount in FY2029 (\$345,000 approximately).

- Fire Department (Ambulance) – Organizational Changes: Additionally, the HFD/EMS budgets in FY2024 increased for a new Assistant Fire Chief / EMS Director position (called for in the [MRI organizational study - link](#)), offset in headcount by a greater reduction in FTEs for dispatch. This position is built into the FY2025 budget request and split between these budgets.

The organizational changes for HFD/EMS are intended to result in an upgrade to the Town’s ambulance license from Basic Life Support (BLS) to Advanced Life Support (ALS), which will provide a greater level of service to the community and also increase revenue from ALS transports, though no changes to revenue are currently assumed in the FY2025 budget, because an increase in revenue must first replenish the Programmatic Stabilization Fund used to support the significant budget increases in FY23-25 to achieve the ALS outcome.

- Holliston Public Schools (01300) successfully used ARPA funds to transition to “Tuition Free” Full Day Kindergarten for all students in FY2022 and rolled these costs into the FY2024 tax-supported budget (see Chapter 70 impact referenced above). The 5-Year Revenue / Budget Projection includes an assumption of 3.25% annualized increases for the Holliston Public Schools to build some consistency into the process and assume Chapter 70 + 2.5% (Prop. 2 ½) and moderate New Growth assumptions. **For FY2025, should the School Committee approve a budget request for the Holliston Public Schools over 3.25%, the budget proposal should be considered a request for a Proposition 2 ½ Override for May 2024 Town Meeting and Ballot.**

Education Costs - FY2025 TA Recommendation - 5-Year Revenue/Budget Model							
	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 TA Rec.	5-Yr. Ave. Increase (FY20-24)
HPS Budget	34,947,263	35,139,715	37,098,523	38,845,279	40,529,934	41,847,157	37,312,143
\$ Increase from PY	1,314,450	192,452	1,958,808	1,746,756	1,684,655	1,317,223	1,379,424
% Increase from PY	3.91%	0.55%	5.57%	4.71%	4.34%	3.25%	3.82%
3.25% annualized assumption							
FY2024 increase incl. FDK							

Education Costs - FY2025 Superintendent Request (Feb. 29, 2024)							
	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Sup. Req.	5-Yr. Ave. Increase (FY20-24)
HPS Budget	34,947,263	35,139,715	37,098,523	38,845,279	40,529,934	43,517,951	37,312,143
\$ Increase from PY	1,314,450	192,452	1,958,808	1,746,756	1,684,655	2,988,017	1,379,424
% Increase from PY	3.91%	0.55%	5.57%	4.71%	4.34%	7.37%	3.82%
7.37% Superintendent Request							
FY2024 increase incl. FDK							

- Keefe Tech. Vocational (01371) is driven by the vocational school’s annual budget, but also enrollment. Holliston’s enrollment at Keefe Tech. increased by 12 students, or 16.9%, resulting in a projected increase to the Keefe Tech. assessment of \$295,683, or 19.34%. See [website](#) for details. Total education costs (HPS & Keefe Tech.) are summarized in tables on pages 11 and 15).

New Departmental Requests

Some Departmental requests for the FY2025 Operating Budget include changes from baseline FY2024 Full-Time-Equivalent (FTE) positions; these include:

- ❖ Holliston Police Department – The Police Chief is requesting a 29th Officer to complete the transition to a new staffing model after the switch over to Holbrook RECC in order to have proper staffing on the road and in the station for a 24/7 schedule. The request is offset by the reduction to zero for dispatching. The Town Administrator supports the staffing model, but recommends a reduction to the Departmental Request of the personnel budget based on an assumed timeline for filling the position.
- ❖ Youth & Family Services – FY2024 introduced an exciting new component to the Town’s strategic approach to addressing substance abuse (and related mental health) needs in the community – **a 5 year grant-funded position, the “Drug Free Community Coalition Outreach Coordinator.”** This position is seated at 1750 Washington Street with the YFS department and interacts with YFS staff with oversight from HDAAC, a third party Town-affiliated group. Additionally, in the last two years, Youth & Family Services has employed a temporary position funded through the Town’s ARPA funds, the “Program Assistant/Service Navigator.” To continue this position in FY2025, it will need to be included in the Operating Budget. The Town Administrator is recommending the inclusion of the position at 19.5 hours per week, **to be fully offset by the use of Opioid Settlement Stabilization Funds for approximately \$30,000.**
- ❖ Parks & Recreation – The General Fund supports the salaries for Full-Time staff of the Parks Department, with all other expenditures paid for by the Revolving Fund. The salaries include the Director, the Assistant Director, and a portion of the Grounds Supervisor position. In FY2025, the Parks Commissioners have requested to increase the hours of the Assistant Director from a 35 hour accrual to a 40 hour accrual given the demand on the department. The Town Administrator recommends inclusion of the 40 hour accrual with **an offset from the Revolving Fund of \$8,000 for rentals that are related to revenue generated from Blair Square and the use of 1750 Washington Street as a rental space.**

All other FY2025 Departmental Requests, outside of the additional staffing request highlighted above, can be considered “level-service” adjustments to maintain the current level of service.

Strategic Plan Focus

Town Meeting (Art. 26 of Oct. 17, 2022) re-authorized the creation of the Envisioning Future Holliston (EFH) Committee to use survey data, public forums and various community input platforms to develop a [5-Year Strategic Plan document](#). The Committee was supported in the development of the Plan by a consultant, BerryDunn.

Year One of the 5-Year plan is FY2025. Not all actionable items within the plan require budgetary support – there are General and Zoning By-Law changes to be considered, Infrastructure Projects that will ultimately require other funding sources, etc. – however where the Strategic Plan does require budget support in FY2025, those items are highlighted below, in reverse alphabetical order:

Strategic Priority: Thriving & Engaged Community

- Objective 6 – Police Department (01210) maintain accreditation / POST standards;
- Objective 6 – Fire Department (01220-01231) goal to achieve ALS license for ambulance in FY2025-26;
- Objective 6 – Dispatching for Police and Fire/EMS has transitioned to RECC as of Dec. 28, 2023;

Strategic Priority: Robust Infrastructure

- Objective 4 – DPW Highway (01420) supports enhancements to transportation (all modes);
- All other items are outside of Operating Budget due to capital funding mechanisms; but the contribution to the Capital Expenditure Fund will impact the cash for capital or borrowing capacity to accomplish the infrastructure investments needed;

Strategic Priority: Flourishing Economy

- Objectives 1, 2 & 3 – Economic Development Budget (01182) addresses implementing the [Economic Development Vision from the MAPC grant-funded report \(link\)](#);

Strategic Priority: Financial Stability

- Objective 1 – The 5-Year Revenue/Budget model (page 16) and the [5-Year Capital Improvement Plan \(CIP\)](#) ;
- Objective 3 – [Financial Policies \(link\)](#) are referenced on pages 12-13 and are currently under review ;

Strategic Priority: Environmental Sustainability & Natural Resources

- Objective 2 – Water Enterprise Fund (61450) supports the ongoing operation of providing clean water;
- Objective 4 – The Sustainability Coordinator (01199) support services identify areas to incentive sustainability;
- Objective 5 – Decarbonization efforts for the Town touch on many budgets, but the Facilities (01422) offers the most significant efforts in the FY2025 budget; with EV Charging outside of the operating budget (EV Revolving);
- Objective 6 – The Town Administrator's Office (01122) works with Sustainability Coordinator (01199) on community outreach for opportunities from the Town, State or non-profit organizations;

Strategic Priority: Education / Enrichment

- Objective 1 – The Holliston Public Schools (HPS) budget is reflected on their website (link above) and the request is summarized above on page 7 below in tables on pages 11 and 15;
- Objective 3 – Lifelong learning opportunities are referenced in the Library (01610), Council on Aging (01541), and Keefe Tech. budgets;

Strategic Priority: Diversity, Equity & Inclusion

- Objectives 1 & 2 – The Human Resources budget (01152) includes additional resources in FY2025 for expansion of job advertisement locations and DEI training opportunities for staff;
- Objective 5 – Accessibility of public meetings and Town Meeting is paid for in a variety of ways through the Town Clerk's budget (01161) and the Select Board communications line (01122) – these initiatives include postcards to notify households about Town Meeting, childcare for families to attend Town Meeting, and evaluation of providing interpreter services for non-English speakers.

Section III – Expenditures Summary: Town Administrator Recommended Budget (Level 2)

Upon receipt of all departmental requests (with the exception of the Holliston Public Schools) **on January 19, 2024, the starting point for balancing the FY2025 budget was a deficit of \$1.4 million (including the additional FTE requests above and an assumption of 3.25% for the Holliston Public Schools increase)** as compared to Projected Revenue (see page 15).

The deficit grew to \$3.1 million (page 15) when factoring in the Superintendent's Budget presented to the School Committee on Feb. 29, 2024 – however, as that particular request outweighs the entirety of available “new” revenue for FY2025, the below balanced budget assumes that if the School Committee supports such a request, they will also be pursuing an Operational Override to the Tax Levy.

To address this deficit, below is a summary of recommendations to reduce Departmental Requests (See Table on following page, pg. 11).

- **All Town Budgets**, in order of Org. number, from Select Board (01122) to Liability Insurance (01945) and including Benefits Budgets for the Town and Schools (01911-14) had proposed FY2025 increases of \$1,364,823, or 5.19%. The Town Administrator recommends reducing these requests by \$654,350, to a total increase of all Town budgets (including benefits for schools and retirees) to +\$710,473 for FY2025, which is a 2.70% increase from FY2024.
- **All Education Costs**, including the Holliston Public Schools (13000) and Keefe Technical (01371) had proposed FY2025 increase of \$3,283,700, or 7.81%. The Town Administrator is balancing the FY2025 budget based on projected increases for Education (HPS & Keefe) of +\$1,612,906 for FY2025, which is a 3.83% increase from FY2024. Increases above these projections should be considered to require either one-time reserves (such that the need can be demonstrated to be one-time in nature) or an Operational Override to the Tax Levy. See General Stabilization below on pages 12-13.
- **Capital Set Aside** can be reduced from its FY2024 level by \$210,740 and still hit the 3% of operating target within the policy. However, the Town can achieve the target by coupling the Capital Set Aside in May 2024 with Free Cash in October, so the Town Administrator's Recommended Budget further reduces the Capital Set Aside to \$1.65 million, which is the capacity to cover year-one debt service on previously approved borrowing for the DPW Facility. If the Town does not maintain this capacity of \$1.65 million in the budget, then the decision to approve non-excluded debt at a previous Town Meeting will be undermined by creating the need for an Override when the debt is issued.
- **Other Amounts to Be Raised** was artificially reduced in FY2024 during the tax rate setting process due an adjustment to prior year New Growth. The level needed for FY2025 is based on the Governor's Budget for State Aid Offsets/Charges, and the amount calculated for Overlay for abatements.

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.

FY2025 Expenditures/Budget Tracking
May 2024 - Annual Town Meeting

FY2025 Expenditures/Budget Tracking May 2024 - Annual Town Meeting													
		1	2	3	4	5	Budget	Level 1	FY24-25 +/-		Level 2		
		Actual	Actual	Actual	Actual	Actual		Dept Req	Chg.	Chg.	TA Rec.	Chg.	
		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	FY2023 to	FY2023 to	Fiscal Year	Dept. Req.	
		2019	2020	2021	2022	2023	2024	2025	FY2024 (\$)	FY2024 (%)	2024	to TA Rec	
GG	01122	SELECT BOARD (01122)	332,040	362,272	430,164	388,796	401,288	426,726	442,667	15,941	3.74%	441,367	(1,300)
GG	01152	HUMAN RESOURCES (01152)	-	-	-	101,606	134,125	151,186	166,499	15,313	10.13%	162,699	(3,800)
GG	01131	FINANCE COMMITTEE (01131)	1,632	210	210	2,406	1,604	4,210	4,210	-	0.00%	4,210	-
GG	01132	RESERVE FUND (01132)	144,213	56,575	195,112	125,316	96,747	325,000	325,000	-	0.00%	325,000	-
GG	01135	TOWN ACCOUNTANT (01135)	141,208	164,786	174,577	179,935	180,469	200,661	212,755	12,094	6.03%	208,755	(4,000)
GG	01141	BOARD OF ASSESSORS (01141)	206,409	231,201	219,533	241,551	244,947	295,141	293,116	(2,025)	-0.69%	293,116	-
GG	01145	TREASURER/COLLECTOR (01145)	310,703	363,258	361,901	336,598	368,682	386,814	406,992	20,178	5.22%	404,592	(2,400)
GG	01155	TECHNOLOGY (01155)	259,274	264,176	254,452	247,743	297,311	323,333	346,673	23,340	7.22%	344,749	(1,924)
GG	01161	TOWN CLERK (01161)	151,407	154,593	152,009	161,220	159,158	180,053	186,907	6,854	3.81%	186,907	-
GG	01162	ELECTIONS (01162)	22,830	17,166	35,938	9,541	32,179	41,789	68,236	26,447	63.29%	67,436	(800)
LU	01171	CONSERVATION COMMISSION (01171)	49,950	53,001	54,436	53,360	61,873	66,246	68,869	2,623	3.96%	67,969	(900)
LU	01175	PLANNING BOARD	83,858	94,254	100,080	105,330	107,153	114,747	117,845	3,098	2.70%	117,845	-
LU	01176	ZONING BOARD OF APPEALS (01176)	8,339	9,229	8,478	9,678	8,703	11,088	11,391	303	2.73%	10,391	(1,000)
LU	01182	ECONOMIC DEVELOPMENT (01182)	9,310	11,366	788	4,056	1,070	51,000	51,824	824	1.62%	51,824	-
GG	01192	PUBLIC BUILDINGS (01192)	272,551	273,520	332,600	-	-	-	-	-	0.00%	-	-
GG	01199	SUSTAINABILITY COORDINATOR (01199)	-	-	47,738	47,520	47,205	51,500	51,500	-	0.00%	51,500	-
PS	01210	POLICE (01210)	2,648,623	2,823,591	2,931,610	3,080,716	3,256,632	3,577,172	3,658,487	81,315	2.27%	3,586,771	(71,716)
PS	01211	AUXILIARY POLICE (01211)	13,096	13,764	13,517	3,534	7,359	16,002	-	(16,002)	-100.00%	-	-
PS	01220	FIRE (01220)	729,181	797,851	799,340	878,362	1,028,483	1,023,535	1,141,455	117,920	11.52%	1,059,349	(82,106)
PS	01231	AMBULANCE (01231)	411,406	390,260	394,805	482,953	782,442	906,502	1,399,513	493,011	54.39%	1,187,239	(212,274)
LU	01241	BUILDING INSPECTION (01241)	142,880	163,601	144,289	162,844	192,925	233,389	237,935	4,546	1.95%	237,435	(500)
PS	01291	EMERGENCY MANAGEMENT (01291)	7,463	7,743	11,276	16,453	16,085	22,061	22,061	-	0.00%	21,811	(250)
PS	01292	ANIMAL CONTROL OFFICER (01292)	38,000	38,000	38,000	38,000	38,250	38,000	38,000	-	0.00%	38,000	-
PW	01420	DPW - HIGHWAY (01420)	1,166,515	1,207,560	1,291,983	1,358,778	1,526,145	1,715,636	1,768,592	52,956	3.09%	1,668,592	(100,000)
FAC	01422	FACILITIES MAINTENANCE (01422)	140,522	164,684	215,726	270,261	290,140	319,297	331,141	11,844	3.71%	329,371	(1,770)
PW	01423	SNOW AND ICE REMOVAL (01423)	332,786	240,064	395,814	421,035	251,395	250,000	250,000	-	0.00%	250,000	-
PW	01424	STREET LIGHTING (01424)	68,821	74,387	67,112	76,553	87,166	99,820	81,982	(17,838)	-17.87%	75,782	(6,200)
SW	01433	SOLID WASTE (01433)	1,027,896	1,262,685	1,274,518	1,234,435	1,321,133	1,474,188	1,549,683	75,495	5.12%	1,549,683	-
PW	01440	WASTEWATER TREATMENT (01440)	86,007	78,307	85,302	100,853	100,630	106,275	158,891	52,616	49.51%	134,891	(24,000)
PW	01499	MOTOR VEHICLE FUELS (01499)	85,113	71,839	80,181	109,299	140,321	176,500	176,500	-	0.00%	165,000	(11,500)
HS	01512	BOARD OF HEALTH (01512)	137,404	147,658	158,273	166,749	167,683	173,541	174,018	477	0.27%	174,018	-
HS	01541	COUNCIL ON AGING (01541)	208,094	216,635	236,057	251,740	238,686	285,061	313,638	28,578	10.03%	305,728	(7,910)
HS	01542	YOUTH SERVICES (01542)	91,853	141,562	158,815	160,869	165,857	173,493	211,553	38,060	21.94%	211,553	-
HS	01543	VETERANS' SERVICES (01543)	54,170	94,913	88,973	91,048	87,640	97,207	100,183	2,976	3.06%	100,183	-
	01610	LIBRARY (01610)	498,627	509,852	514,201	529,670	550,778	624,769	638,883	14,114	2.26%	638,883	-
	01650	PARKS & RECREATION (01650)	115,944	128,950	125,993	141,880	135,193	153,948	169,242	15,294	9.93%	169,242	-
GG	01660	RAIL TRAIL (01660)	-	-	1,000	293	3,542	5,000	5,000	-	0.00%	5,000	-
GG	01692	CELEBRATIONS (01692)	1,954	756	2,000	2,000	2,300	2,500	2,500	-	0.00%	2,500	-
	01710	DEBT SERVICE (01710)	5,385,553	5,292,868	3,012,553	2,400,638	623,073	377,650	362,650	(15,000)	-3.97%	362,650	-
	01911	COUNTY RETIREMENT (01911)	1,961,571	2,010,385	2,144,455	2,375,731	2,607,227	2,611,009	2,550,093	(60,916)	-2.33%	2,550,093	-
INS	01912	WORKERS' COMPENSATION (01912)	243,607	271,450	283,171	302,068	348,377	380,969	377,630	(3,339)	-0.88%	377,630	-
INS	01913	UNEMPLOYMENT (01913)	7,717	9,262	41,438	41,662	48,138	50,000	50,000	-	0.00%	50,000	-
INS	01914	EMPLOYEE BENEFITS (01914)	6,850,735	6,791,672	7,274,235	7,426,875	7,176,730	8,364,143	8,718,076	353,933	4.23%	8,598,076	(120,000)
INS	01945	LIABILITY INSURANCE (01945)	188,974	244,963	245,831	365,486	364,519	391,710	401,503	9,793	2.50%	401,503	-
	01990	TRANSFERS - TAX SUPPORTED (01990)**	1,300,000	1,761,000	2,243,740	1,988,500	1,875,000	2,350,000	2,139,260	(210,740)	-8.97%	1,650,000	(489,260)
Subtotal GF, Less School			25,938,236	27,011,869	26,642,224	26,493,941	25,576,363	28,628,871	29,782,953	1,154,083	4.03%	28,639,343	(1,143,610)
ED	01300	SCHOOLS	33,110,115	34,947,263	35,139,715	37,098,523	38,845,279	40,529,934	43,517,951	2,988,017	7.37%	41,847,157	(1,670,794)
ED	01371	KEEFE TECH. VOCATIONAL	1,204,273	1,252,946	1,214,357	1,421,995	1,471,091	1,529,189	1,824,872	295,683	19.34%	1,824,872	-
TOTAL			60,252,624	63,212,078	62,996,296	65,014,459	65,892,733	70,687,994	75,125,776	4,437,783	6.28%	72,311,372	(2,814,405)

**Tax supported articles are not part of Omnibus Budget, but must balance within Tax Levy; this includes the "set aside" for the Capital Expenditure fund

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 but are currently in the process of being updated at the time of printing. Below are four policy categories to track based on the proposed FY2025 budget:

Policy 1. Capital Expenditure Fund (CapEx) – The FY2025 Town Administrator Recommended Budget does **not** achieve the 3% target in the Financial Policies prior to Oct. 2024 Fall Town Meeting, when Free Cash will also be appropriated. **To hit the 3% policy target for FY2025, above the Town Administrator Recommended contribution of \$1.65 million, the Town will need to allocate a minimum of \$550,000 from Free Cash to the CapEx Fund at October 2024 Fall Town Meeting.**

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 as \$7.0 million was allocated in FY2024 to defray the cost of borrowing on the DPW Facility Project (Art. 21 May 2023 Annual Town Meeting). **Finally, as Town Meeting authorized 75% of the debt service on \$23 million for the DPW Facility to be non-excluded (meaning it must be balanced within the Tax Levy), the \$1.65 million recommendation from the Town Administrator cannot be lowered for FY2025 without causing a future override for this authorized debt service.**

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	65,892,733	(1,875,000)	(361,519)	63,656,214	1,875,000	2.95%
Actual	FY2024	70,687,994	(2,350,000)	(412,911)	67,925,083	2,350,000	3.46%
Proposed	FY2025	72,311,372	(1,650,000)	(282,476)	70,378,896	1,650,000	2.34%

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 approved by May 2023 Annual Town Meeting and ballot, and (3) Sidewalk Reconstruction needs, highlighted in the [Sidewalk Prioritization Plan](#) which was approved by May 2023 Annual Town Meeting. 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	65,892,733	(1,875,000)	(361,519)	63,656,214	623,073	0.98%
Actual	FY2024	70,687,994	(2,350,000)	(412,911)	67,925,083	377,650	0.56%
Proposed	FY2025	72,311,372	(1,650,000)	(282,476)	70,378,896	362,650	0.52%

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.

Use of the General Stabilization Fund should be considered to resolve one-time and/or unforeseen issues, and not supporting ongoing operating costs that cannot be shown to be sustainable in the 5-Year Revenue/Budget model.

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	65,892,733	(1,875,000)	(361,519)	63,656,214	9,066,837	14.24%
Actual	FY2024	70,687,994	(2,350,000)	(412,911)	67,925,083	9,181,837	13.52%
Proposed	FY2025	72,311,372	(1,650,000)	(282,476)	70,378,896	9,532,879	13.55%

Section V: Budget Reductions or Alternatives

A number of assumptions are made, and expressly defined, in the FY2025 Town Administrator Recommended Budget. Should these assumptions change from now (March 4, 2024) to the time of printing of the Warrant for May 13, 2024 Annual Town Meeting, below alternatives that should be considered:

1. Long-Term Liabilities – The recommendation of the OPEB Trust Committee is to contribute \$1.25 million to OPEB for FY2025, down from the previous \$1.5 million contribution in FY2024. Per the Financial Policies in place, the favorability of \$250,000 is directed to the Pension Stabilization Fund. In a defensive position in FY2024, the Town contributed \$120,000 higher than the minimum contribution to the Pension Stabilization Fund and this Town Administrator Recommended Budget backs out \$120,000 from the FY2025 contribution. However, should the Financial Policies be updated through agreement of the Finance Committee and Select Board, an additional \$130,000 of budget capacity could be achieved to balance the FY2025 budget prior to Town Meeting.

2. General Stabilization Fund – In areas where the community can demonstrate unforeseen budget impacts or where there are one-time expenses that can be offset by reserves, the General Stabilization Fund is a legitimate mechanism to avoid budget disruptions. In the example of **Special Education (SPED) costs across the Commonwealth of Massachusetts**, which has not avoided the Town of Holliston, there is a case to be made that the use of General Stabilization can be used to partially offset, or flatten, the impact of the estimated \$922,314 in new SPED costs in the Superintendent's FY2025 HPS budget. Use of this mechanism is a potential option at either May 2024 or October 2024 Town Meetings.

3. Operational Override – The inflation experienced in the Country, the State of Massachusetts, and the Town of Holliston between 2021 and 2024 has simply outpaced the restrictions of Proposition 2 ½ and ultimately the Town will reach a point where maintaining level services is not achievable without overriding the 2.5% Tax Levy growth limit or making significant cuts to Town & School services. That said, inflation hits Holliston residents just as hard as it hits the Holliston budget, and the Town will continue to search for any and all ways to balance a budget without increasing local taxes that impact the affordability of living in Holliston. Whether the Town is discussing an Operational Override at the May 2024 Town Meeting and Ballot, will be dependent on factors like State Aid and the outcome of Collective Bargaining Agreements that are currently not settled.

I would encourage all stakeholders – Select Board, Finance Committee, School Committee and Town Meeting – to consider that FY2025 is an incredibly difficult budget year, and while the Town is committed to maintaining level services, the recommendations within this Town Administrator Recommended Budget are hard to bear and unfortunately may be only a first step if the Town is unable to identify areas for revenue growth or cost control under current inflationary pressures, or ideally both.

Section VI: Remaining Issues or Unknowns at the Time of Print (March 4, 2024)

The draft Warrant for May 2024 Annual Town Meeting has not been finalized – open through March 11th and not in print until April – and therefore a possibility remains that requests for property-tax dollars may need to be weighed against the FY2025 Town Administrator Recommended Budget, as presented. The deadline for ballot questions (such as an override request) on the May 2024 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 below the policy target of 3% of Omnibus Budget, but at the level of debt service capacity required for previously approved borrowing.

Until all Collective Bargaining Agreements are in place for FY2025 and beyond the discussion of potential Operating Override(s) and/or use of General Stabilization are on hold, with early April 2024 as a date by which the Town will have to make decisions as it relates specifically to the May 2024 Annual Town Meeting and Ballot.

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:	Finance Committee	Chris Heymanns, Finance Director – Treasurer/Collector
	School Committee	Department/Division Managers
	Senate President Spilka	Representative Arena-DeRosa

FY2025 Budget Process & Schedule

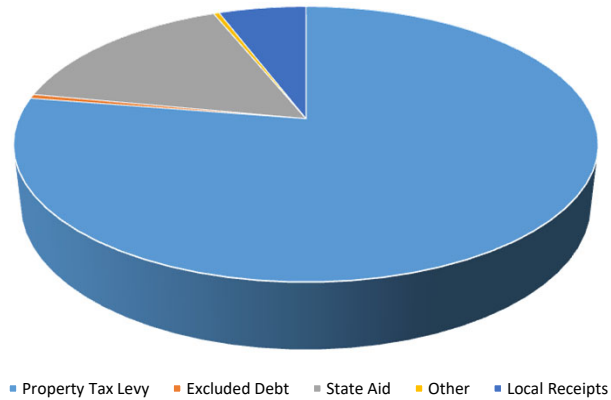
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|--|-----------------------|
| ➤ FY2025 Budget Preparation Packet – Sent to Departments/Boards/Committees | Nov. 2023 |
| ➤ Departmental Requests Received by Town Administrator | Jan. 19, 2024 |
| ➤ Holliston Public Schools – Superintendent Budget Presentation | Feb. 29, 2024 |
| ➤ Town Administrator Recommended Budget | March 4, 2024 |
| ➤ Select Board Recommended Budget
<i>Select Board budget review hearing on Saturday, Feb. 17, 2024;</i> | March 21, 2023 |
| ➤ Finance Committee Recommended Budget
<i>Finance Committee budget review schedule included in FY2025 Budget Preparation Packet;
weekly from Feb. 6, 2024 to April 2, 2024 (deliberation in early April)</i> | April 25, 2024 |
| ➤ Town Meeting Approval of Budget | May 13, 2024 |

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

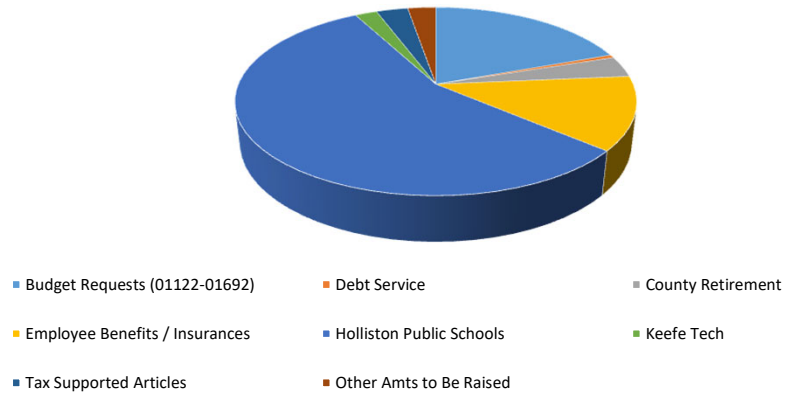
FY2025 Revenue vs. Expenditures (Projections)

Revenue	FY20	FY21	FY22	FY23	FY24	FY25	Chg (\$)	Chg (%)	Level 2 - TA		
	Actual	Actual	Actual	Actual	Tax Recap	Projected	FY24-25	FY24-25	FY25 Projected	FY25 Chg. Proj. to Dept.	
Property Tax Levy	47,377,103	49,244,454	51,389,656	54,530,022	55,868,973	57,590,697	1,721,724	3.08%	57,590,697	-	Summary of FY24 to FY25 Changes per Town Administrator Recommended budget (Level 2)
Excluded Debt	2,797,416	1,818,566	1,437,788	627,574	369,883	360,050	(9,833)	-2.66%	360,050	-	
State Aid	10,410,654	10,419,725	10,525,254	11,209,150	11,600,514	11,759,919	159,405	1.37%	11,759,919	-	
MSBA	2,184,017	951,513	951,517	-	-	-	-	0.00%	-	-	
Local Receipts	4,410,725	4,718,563	4,952,130	3,597,076	4,291,558	4,295,235	3,677	0.09%	4,303,235	8,000	
Other	-	-	254,461	231,000	-	30,000	30,000	100.00%	280,000	250,000	
Subtotal GF Revenue	67,179,915	67,152,821	69,510,806	70,194,822	72,130,928	74,035,901	1,904,973	2.64%	74,293,901	2,162,973	
Expenditures	FY20	FY21	FY22	FY23	FY24	FY25	Chg (\$)	Chg (%)	Level 2		
	Actual	Actual	Actual	Actual	Budget	Dept. Req.	FY23-24	FY23-24	FY25 TA Rec.	FY25 Level 1 to 2	
Budget Requests (01122-01692)	10,630,269	11,396,801	11,592,981	12,533,299	14,103,390	15,183,741	1,080,352	7.66%	14,649,391	(534,350)	Level 2 - FY24-25
Debt Service	5,292,868	3,012,553	2,400,638	623,073	377,650	362,650	(15,000)	-3.97%	362,650	-	
County Retirement	2,010,385	2,144,455	2,375,731	2,607,227	2,611,009	2,550,093	(60,916)	-2.33%	2,550,093	-	
Employee Benefits / Insurances	7,317,347	7,844,675	8,136,091	7,937,764	9,186,822	9,547,209	360,387	3.92%	9,427,209	(120,000)	
Subtotal GF, less Education	25,250,869	24,398,484	24,505,441	23,701,363	26,278,871	27,643,693	1,364,823	5.19%	26,989,343	(654,350)	
Holliston Public Schools	34,947,263	35,139,715	37,098,523	38,845,279	40,529,934	43,517,951	2,988,017	7.37%	41,847,157	(1,670,794)	FY24-25 Chg (\$)
Keefe Tech	1,252,946	1,214,357	1,421,995	1,471,091	1,529,189	1,824,872	295,683	19.34%	1,824,872	-	
Subtotal Education	36,200,209	36,354,072	38,520,518	40,316,370	42,059,123	45,342,823	3,283,700	7.81%	43,672,029	(1,670,794)	FY24-25 Chg (\$)
Tax Supported Articles	1,761,000	2,243,740	1,988,500	1,875,000	2,350,000	2,139,260	(210,740)	-8.97%	1,650,000	(489,260)	FY24-25 Chg (\$)
Other Amts to Be Raised	1,817,829	1,915,926	1,757,779	1,952,968	1,412,636	1,960,496	547,860	38.78%	1,960,496	-	FY24-25 Chg (\$)
Total Expenditures (GF)	65,029,907	64,912,222	66,772,238	67,845,701	72,100,630	77,086,272	4,985,643	6.91%	74,271,868	(2,814,405)	2,171,238
Projected Surplus/Deficit (Based on Tax Levy LIMIT)						30,299	(3,050,371)		22,034		
						1/19/2024 Requests for Town		3/4/2024			
						2/29/2024 Requests for Schools					

FY2025 Estimated Revenues



FY2025 Operating Budget - TA Recommendation



REVENUE & EXPENDITURE DETAIL COMPARISON						Level 2	
REVENUE	FY23 Tax Recap	FY24 Tax Recap	FY25 Proj	Chg (\$) FY24-25	Chg (%) FY24-25	FY25 TA Rec.	Dept. Req. to TA Rec.
PROPERTY TAX LEVY							
R1 Tax Levy (Prop. 2.5 & New Growth)	54,528,945	55,868,973	57,590,697	1,721,724	3.08%	57,590,697	-
R2 Excluded Debt Service	627,574	369,883	360,050	(9,833)	-2.66%	360,050	-
Subtotal Tax Levy Revenue	55,156,519	56,238,856	57,950,747	1,711,891	3.04%	57,950,747	-
STATE AID							
R3 Cherry Sheet (Ch. 70 & UGGA)	11,209,150	11,600,514	11,759,919	159,405	1.37%	11,759,919	-
R4 MSBA (old methodology)	-	-	-	-	0.00%	-	-
Subtotal State Aid	11,209,150	11,600,514	11,759,919	159,405	1.37%	11,759,919	-
LOCAL RECEIPTS							
R5 MV Excise	2,200,000	2,397,323	2,250,000	(147,323)	-6.15%	2,250,000	-
R6 Penalties & Interest	125,000	125,000	125,000	-	0.00%	125,000	-
R7 PILOT (incl. Solar)	80,000	250,000	350,000	100,000	40.00%	350,000	-
R8 Solid Waste Fees	65,000	70,000	70,000	-	0.00%	70,000	-
R9 Other Charges for Services	150,000	140,000	140,000	-	0.00%	140,000	-
R10 Fees	155,000	210,000	210,000	-	0.00%	210,000	-
R11 Rentals (Pinecrest)	60,000	60,000	87,000	27,000	45.00%	95,000	8,000
R12 Other Dept. Revenue (incl. Ambulance)	290,000	211,000	375,000	164,000	77.73%	375,000	-
R13 Licenses & Permits	375,000	455,000	375,000	(80,000)	-17.58%	375,000	-
R14 Fines & Forfeits	20,000	19,000	19,000	-	0.00%	19,000	-
R15 Investment Income	22,000	250,000	190,000	(60,000)	-24.00%	190,000	-
R16 Medicaid Reimbursement	50,000	100,000	100,000	-	0.00%	100,000	-
R17 Miscellaneous Recurring	5,076	4,235	4,235	-	0.00%	4,235	-
R18 Solar	-	-	-	-	0.00%	-	-
Subtotal Local Receipts	3,597,076	4,291,558	4,295,235	3,677	0.09%	4,303,235	8,000
WATER ENTERPRISE FUND							
R19 Water Rate Revenue	3,167,697	3,399,681	3,304,799	(94,882)	-2.79%	3,304,799	-
OTHER AVAILABLE FUNDS							
R20 Free Cash	3,859,028	2,574,748	-	(2,574,748)	-100.00%	-	-
R21 Capital Expenditure Fund	4,204,762	10,791,823	-	(10,791,823)	-100.00%	-	-
R22 Community Preservation	1,296,952	1,370,373	-	(1,370,373)	-100.00%	-	-
R23 Other	231,000	-	30,000	30,000	0.00%	280,000	250,000
Subtotal - Other Available	9,591,742	14,736,944	30,000	(14,706,944)	-99.80%	280,000	250,000
TOTAL REVENUE / AVAILABLE FUNDS	82,722,184	90,267,553	77,340,700	(12,926,853)	-14.32%	77,598,700	258,000
GF REVENUE (NOT INCL. WATER + OTHER)	69,962,745	72,130,928	74,005,901	1,874,973	2.60%	74,013,901	8,000

EXPENDITURE						Level 1		Level 2	
	FY23 Actuals	FY24 Budget	FY25 Dept. Req.	Chg (\$) FY24-25	Chg (%) FY24-25	FY25 TA Rec.	Dept. Req. to TA Rec.		
E1 General Government	1,969,557	2,393,913	2,512,055	118,142	4.94%	2,497,831	(14,224)		
E2 Public Safety	5,129,251	5,583,272	6,259,516	676,244	12.11%	5,893,170	(366,346)		
E3 Education (HPS & Keefe)	40,316,370	42,059,123	45,342,823	3,283,700	7.81%	43,672,029	(1,670,794)		
E4 Land Use	371,724	476,470	487,864	11,394	2.39%	485,464	(2,400)		
E5 Public Works (incl. Snow & Ice, Fuels, WWTP)	2,105,657	2,348,231	2,435,965	87,734	3.74%	2,294,265	(141,700)		
E6 Facilities Management (Town-side)	290,140	319,297	331,141	11,844	3.71%	329,371	(1,770)		
E7 Solid Waste (Muni. Trash)	1,321,133	1,474,188	1,549,683	75,495	5.12%	1,549,683	-		
E8 Health & Human Services (BOH, COA, YFS, Vets)	659,866	729,302	799,392	70,091	9.61%	791,482	(7,910)		
E9 Library	550,778	624,769	638,883	14,114	2.26%	638,883	-		
E10 Parks & Recreation	135,193	153,948	169,242	15,294	9.93%	169,242	-		
E11 Debt Service	623,073	377,650	362,650	(15,000)	-3.97%	362,650	-		
E12 County Retirement	2,607,227	2,611,009	2,550,093	(60,916)	-2.33%	2,550,093	-		
E13 Employee Benefits / Insurances	7,937,764	9,186,822	9,547,209	360,387	3.92%	9,427,209	(120,000)		
E14 Warrant Articles (Tax Supported)	1,875,000	2,350,000	2,139,260	(210,740)	-8.97%	1,650,000	(489,260)		
Subtotal	65,892,733	70,687,994	75,125,776	4,437,783	6.28%	72,311,372	(2,814,405)		
E15 Water Enterprise Fund	3,167,697	3,399,681	3,304,799	(94,882)	-2.79%	3,304,799	-		
E16 Warrant Articles (non-Tax Supported)	9,360,742	14,736,944	-	(14,736,944)	-100.00%	-	-		
OTHER AMOUNTS TO BE RAISED									
E17 Cherry Sheet Charges	618,946	698,314	716,682	18,368	2.63%	716,682	-		
E18 Cherry Sheet Offsets	972,765	706,785	693,814	(12,971)	-1.84%	693,814	-		
E19 Overlay	361,257	7,537	550,000	542,463	7197.33%	550,000	-		
Subtotal	1,952,968	1,412,636	1,960,496	547,860	38.78%	1,960,496	-		
TOTAL TO BE RAISED / EXPENDITURE	80,374,140	90,237,255	80,391,071	(9,846,183)	-10.91%	77,576,667	(2,814,405)		
TOTAL TO BE RAISED, LESS WARRANT	71,013,398	75,500,311	80,391,071	4,890,761	6.48%	77,576,667	(2,814,405)		
CURRENT SURPLUS / DEFICIT	2,348,044	30,299	(3,050,371)			22,034	3,072,405		

5-Year Revenue to Budget Projection					
Assumption	FY26 Projected	FY27 Projected	FY28 Projected	FY29 Projected	FY30 Projected
2.5% + NG	59,355,465	61,164,352	63,018,460	64,918,922	66,866,895
Schedule	373,650	358,650	343,650	333,650	183,400
Tax Levy Proj.	59,729,115	61,523,002	63,362,110	65,252,572	67,050,295
4.03% (CAGR)	12,053,917	12,355,265	12,664,147	12,980,750	13,305,269
Schedule	-	-	-	-	-
State Aid Proj.	12,053,917	12,355,265	12,664,147	12,980,750	13,305,269
2.0%	2,261,250	2,272,556	2,283,919	2,295,339	2,306,815
2.0%	127,500	130,050	132,651	135,304	138,010
Flat	471,000	471,000	471,000	471,000	471,000
2.0%	71,400	72,828	74,285	75,770	77,286
2.0%	142,800	145,656	148,569	151,541	154,571
Flat	210,000	210,000	210,000	210,000	210,000
Flat	87,000	87,000	87,000	87,000	87,000
Flat	211,000	211,000	211,000	211,000	211,000
2.0%	382,500	390,150	397,953	405,912	414,030
Flat	19,000	19,000	19,000	19,000	19,000
Flat	250,000	250,000	250,000	250,000	250,000
Flat	100,000	100,000	100,000	100,000	100,000
Flat	-	-	-	-	-
Lease	-	-	-	-	-
Local Receipt Proj.	4,333,450	4,359,240	4,385,377	4,411,865	4,438,713
Rate	3,104,799	3,205,705	3,309,890	3,417,462	3,528,529
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
No Assump.	-	-	-	-	-
REVENUE PROJ.	79,221,281	81,443,212	83,721,524	86,062,649	88,322,806
7.9% CAGR	715,772	733,666	752,008	770,808	790,078
	724,455	742,566	761,130	780,158	799,662
	559,744	569,660	579,752	590,022	600,475
Other Proj.	1,999,970	2,045,892	2,092,890	2,140,989	2,190,216
EXPEND. PROJ.	80,322,730	83,182,788	86,164,706	89,128,688	92,359,177
5-Year PROJ.	(1,101,449)	(1,739,576)	(2,443,182)	(3,066,039)	(4,036,371)

Town of Holliston
FY25 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. 16) 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 FY2025 Town Administrator Recommended Budget, taxes account for 74.69% of all estimated General Fund operating revenue, including the excluded debt service of \$360,050 which is raised outside of the Prop. 2 ½ Levy. In FY2024, 87.92% of Tax Levy was attributed to residential properties, with CIP (Commercial, Industrial, Personal Property) making up the other 12.08% of Levy. A goal of the aforementioned 5-Year Strategic Plan includes efforts to achieve an 80/20 split of residential to CIP.

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 FY2025 (or Levy Limit) is estimated in the Town Administrator Recommended Budget to be \$57,590,697 (before excluded debt service), which is the prior year's Levy Limit (\$55,868,973) with an additional 2.5% (\$1,396,724) and a FY2025 New Growth estimate of \$325,000. The certified New Growth from FY2024 has increased the Levy Limit above prior year projections by coming in at \$406,832 in FY2024, rather than the assumed \$325,000,

however, the prior year's New Growth of \$1.5 million was also adjusted down by \$419,439 which impacts the average of New Growth.

The Town has also previously approved a Debt Exclusion for borrowing that allows for taxation outside of Prop. 2 ½ and this adds \$360,050 in FY2025, meaning that the total Tax Levy (with excluded debt service) to be raised is estimated at \$57,950,747. Using the valuation of all taxable property from FY2024 (\$3.73 billion), this total Tax Levy (with excluded debt service) would result in an FY2025 tax rate of \$15.27 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 FY2025 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 Town Administrator Recommended FY2025 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 2024 Fall Town Meeting, before the Tax Rate Setting process is completed in November/December of 2024.

Cherry Sheet / State Aid	Final FY2024	Gov. Budget FY2025	FY24-25 +/- (\$)	+/- (%)
Chapter 70 Formula	\$ 8,912,782	\$ 8,992,342	\$ 79,560	0.89%
Charter Tuition Reimbursement	\$ 49,665	\$ 53,676	\$ 4,011	8.08%
School Choice - Offsets	\$ 672,736	\$ 660,190	\$ (12,546)	-1.86%
Unrestricted Gen. Gov't Aid	\$ 1,851,271	\$ 1,906,809	\$ 55,538	3.00%
Other General Government	\$ 80,011	\$ 110,145	\$ 30,134	37.66%
Public Libraries - Offsets	\$ 34,049	\$ 33,624	\$ (425)	-1.25%
Gross State Aid Revenue	\$ 11,600,514	\$ 11,756,786	\$ 156,272	1.35%
Cherry Sheet Charges/Offsets	Final FY2024	Gov. Budget FY2025	FY24-25 +/- (\$)	+/- (%)
School Choice - Offsets	\$ (672,736)	\$ (660,190)	\$ 12,546	-1.86%
Library - Offsets	\$ (34,049)	\$ (33,624)	\$ 425	-1.25%
<i>Offsets - Subtotal</i>	<i>\$ (706,785)</i>	<i>\$ (693,814)</i>	<i>\$ 12,971</i>	<i>-1.84%</i>
Cherry Sheet Charges	\$ (698,314)	\$ (716,682)	\$ (18,368)	2.63%
Total Charges & Offsets	\$ (1,405,099)	\$ (1,410,496)	\$ (5,397)	0.38%
Net State Aid Revenue	\$ 10,195,415	\$ 10,346,290	\$ 150,875	1.48%

The FY2025 estimate for State Aid (\$11,759,919) is a \$159,405, or 1.37%, increase from prior year, and 15.16% of total revenue assumptions for the coming fiscal year. However, the Offsets and Charges reduce the net impact of State Aid (Governor's Budget total is -\$1,410,496 total for FY2025).

The net State Aid, when removing Offsets and Charges, is \$10,346,290 for FY2025:

- **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 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 made the change sustainable in this new paradigm, meaning that future increases to Chapter 70 will be compounded on this larger base figure. Current assumption (Governor's Budget): **\$8,992,342**.

- **UGGA** – The unrestricted aid amount is usually tied to forecasted revenue growth at the State level. The FY2025 proposed funding for communities increased by 3.0% in the Governor's proposal (\$55,538 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

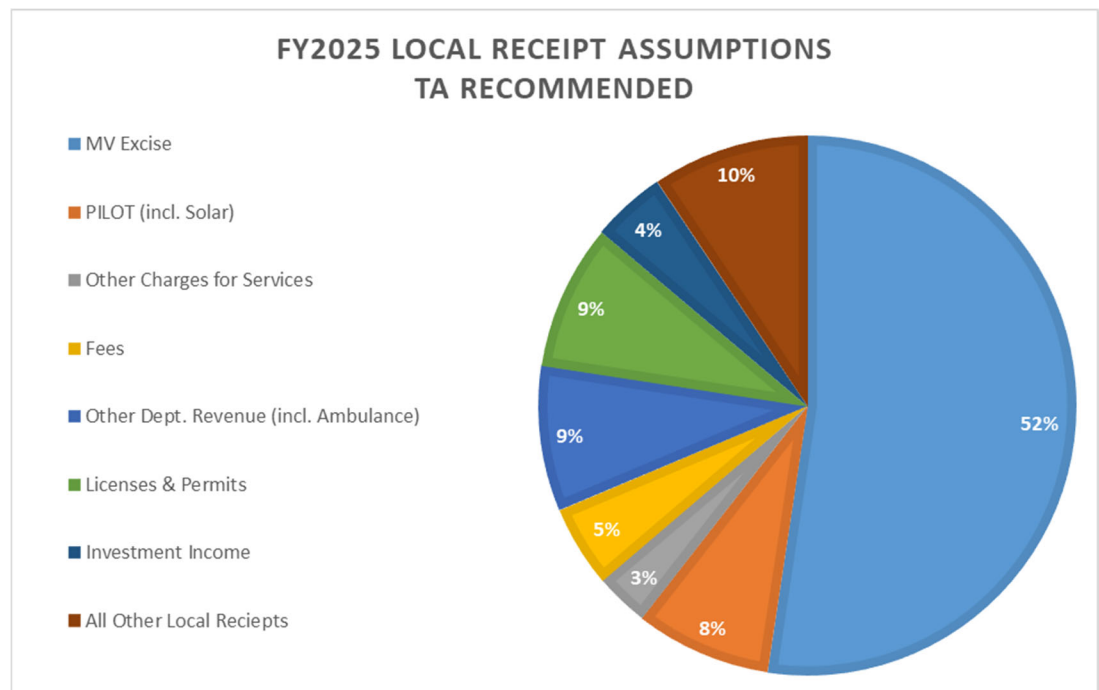
(Excise, Fees, Fines, Permits/Licenses, Income, etc.)

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 \$4,295,235, which is a 19.1% increase over the 5-Year Average for Local Receipt Assumptions from FY20-24.**

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 **FY2025 projection of \$2,250,000** is a reduction from FY2024, but in line with 5-year average for FY2019-2023 actuals of \$2,569,883. 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 52.8% of the total Local Receipts category in FY2025.

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 FY2025 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 \$270,000 to this category

	Actual	Actual	Proj.	Proj.	Proj.
PILOT	FY22	FY23	FY24	FY25	FY26
HUD - Cutler Heights	\$ 21,993	\$ 22,630	\$ 23,400	\$ 24,102	\$ 24,825
HUD - Mission Springs	\$ 23,150	\$ 23,822	\$ 24,632	\$ 25,371	\$ 26,132
Solar - 39 Marshall		\$ 73,585	\$ 147,169	\$ 147,169	\$ 147,169
Solar - Marshall - PILOT			\$ 14,217	\$ 45,349	\$ 56,868
Solar - Marshall - Lease			\$ 54,005	\$ 108,010	\$ 216,019
Other	\$ 910				
TOTALS	\$ 46,053	\$ 120,037	\$ 263,422	\$ 350,000	\$ 471,013

between FY2023 and FY2025's estimate. From a 5-Year Revenue Estimate perspective, this category is expected to reach \$471,000 in FY2026 when solar projects are complete. **The FY2025 estimate is \$350,000.**

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 FY2025 estimate is \$70,000**, though the Town has extended its contract with EL Harvey's for FY2025-2027 with options for FY2028 and FY2029 (see page 81).

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 FY2025 estimate of \$140,000** is below 5-year average, but in line with low mark for revenue during that period (FY2023).

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 FY2025 estimate is \$210,000.**

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 were put out for Request for Proposals (RFPs) and the contracts for CY2024 and beyond have increase projected revenue from \$315,000 per year to \$565,000 per year moving forward. As part of this category, the Revolving Fund contributes to the General Fund \$60,000, per year under the old revenue model but will increase for the life of the new contracts to \$87,000. **The FY2025 estimate is \$87,000 for Pinecrest, and \$8,000 from Parks Revolving for Town-related revenue activities such as renting Blair Square or 1750 Washington Street.**

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 66. The average actual receipts in this category from FY2019-2023, prior to any change in BLS to ALS, has been \$400,262 per year. **The FY2025 estimate is flat at \$375,000.**

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 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 before declining to \$540,311 in FY2023 due to a slowdown in the building market. **The FY2025 estimate is \$375,000**, which is slightly below 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 FY2025 of \$19,000** 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, keeping the revenue well below the FY2023 actuals of \$345,695 with an **FY2025 estimate of \$190,000.**

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 FY2025 estimate is \$100,000.**

Miscellaneous Recurring

The only funding in this category is specific to bond premium and FY2026 is the final year this will be reflected for a maturing bond. **The FY2025 revenue is \$4,235.**

The following pages are individual **Departmental Budget Requests & Narratives** (pages 22 through 114). See page 2 for Table of Contents.

Appendix: Expenditure Summary (Moderator Format) is on page 115 which summarizes Personnel, Operating, and Capital Outlay (if applicable) which is the format voted by Town Meeting.

Town of Holliston
FY25 Select Board – Proposed Budget

SELECT BOARD (01122): Select Board / Town Administrator

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 \$5,500 per month (\$66,000 per year) offering 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), which is assumed as an additional \$4,000.

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.

FY25 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 – MAPC/EDC, Envisioning Future Holliston, 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 – the floater hours have been dedicated to supporting the growing needs of the HR department.

Select Board / Town Admin.	FY2022	FY2023	FY2024	FY2025
Town Administrator	1.00	1.00	1.00	1.00
Assistant TA / HR Director*	0.50	0.50	0.50	0.50
Office Manager	1.00	1.00	1.00	1.00
Permanent PT	0.45	0.45	0.45	0.45
Admin. Support (Town Clerk/HR Floater	0.13	0.13	0.32	0.32
(01122) Subtotal	3.08	3.08	3.27	3.27

**split with HR (01152)*

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: Town Administrator (Level 2) backs down requests to balance bottom line.

Town of Holliston
FY25 Select Board – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual	Actual	Actual	Budget	Level 1			Level 2	
		Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	SELECT BOARD (01122)									
51100	Administrative Salaries (TA)	160,782	168,311	171,655	185,000	186,850	1,850	1.0%	186,850	-
51100	Administrative Salaries (ATA)	0	34,000	52,275	53,948	55,836	1,888	3.5%	55,836	-
51110	Administrative Assistant	71,139	-	-	-	-	-	0.0%	-	-
51113	Clerical	50,522	54,817	55,568	57,369	59,685	2,316	4.0%	59,685	-
51210	Temp. Part-time	13,936	18,837	23,557	27,709	36,396	8,687	31.4%	36,396	-
51400	Longevity	400	150	-	150	150	-	0.0%	150	-
51905	Board Salaries	125	125	50	50	-	(50)	-100.0%	-	-
51000	PERSONAL SERVICES	296,904	276,240	303,105	324,226	338,917	14,691	4.5%	338,917	-
53000	Professional Services	102,426	76,335	70,882	75,000	76,000	1,000	1.3%	75,000	(1,000)
53006	Prov. Svc. Marshall St Testing	21,867	28,242	17,500	15,000	15,500	500	3.3%	15,500	-
53400	Communications	3,267	3,335	2,837	4,000	4,500	500	12.5%	4,500	-
52000	PURCHASED SERVICES	127,560	107,912	91,219	94,000	96,000	2,000	2.1%	95,000	(1,000)
54200	Office Supplies	672	262	429	600	500	(100)	-16.7%	450	(50)
54000	SUPPLIES & MATERIALS	672	262	429	600	500	(100)	-16.7%	450	(50)
57100	Professional Development	5,028	4,382	6,535	7,900	7,250	(650)	-8.2%	7,000	(250)
57000	OTHER EXPENSES	5,028	4,382	6,535	7,900	7,250	(650)	-8.2%	7,000	(250)
TOTAL	SELECT BOARD (01122)	430,164	388,796	401,288	426,726	442,667	15,941	3.7%	441,367	(1,300)

Town of Holliston
FY25 Human Resources – Proposed Budget

Human Resources (01152):

Description of Services

The primary expenses within the Human Resources budget are personnel services, which represents a 2.1% increase and 80.16% of actual expenditures.

53000 – Professional Services – Labor Counsel Brown & Feeley falls under the professional service line in the Human Resources budget for employment-related matters. This is a level service request of \$12,800, and includes collective bargaining and PEC agreement(s) overseen by the Town Administrator/Chief Administrative Officer (CAO).

A new request of \$5,500 for outside DEI employee training services is presented here, based on the goal delivered in the Holliston’s Strategic Plan for FY25. Additional employee training in Diversity, Equity, Inclusion and Belonging is a request from the Envisioning Future Holliston Committee to the Human Resources department. The premise: As societal expectations of government services evolve, and the public continues to become more diverse, those delivering public services will need additional training to deliver services and support sensitivity practices. A DEI professional facilitator to perform employee training sessions would be estimated at 2-hour sessions for possibly 1-2 days to reach all Town employees. This estimate is based on recommendations from other comparable towns.

Current required trainings are delivered by the ATA/HR Director, who is certified in DEI from Cornell University and the Massachusetts Commission Against Discrimination (MCAD), include introductory trainings in DEI, Implicit Bias and the Mass Municipal DEI guide to all employees in FY24. Along with the HR Benefits Manager, these trainings also cover state-mandated trainings in anti-harassment and unlawful behaviors in the workplace, and an overview of benefits and HR services. This request is considered a more advanced DEI training for all employees.

Human Resources is the business practice area for employee training in ADA Compliance and Diversity, Equity & Inclusion (DEI) practices, and seems the natural place to engage and monitor DEI trainings and these expenditures. We will also look to record these events for future onboarding programs.

57100 – Professional Development – This level service request of \$6,260 for FY25 will continue to support the goals of the Officer of Human Resources, now in its third year of operation. The HR Benefits Manager of the Office of Human Resources is now SHRM certified (Society of Human Resources Management), which enables Holliston’s two HR practitioners to protect the Town from liabilities with respect to all employment laws and services delivered in this unionized environment. These resources will also continue support SHRM-certified credit courses and two SHRM memberships, with access to labor law databases for FY25. And it funds the Mass Municipal HR trainings, from labor laws and unions to recruitment and retention strategies specifically unique to the Municipal Human Resources practice.

The Office of Human Resources processes all of the town and school’s hires and the exiting employees (1,200 combined), Unemployment (DUA), Worker’s compensation claims and all retirements. The Benefits Manager also manages 900+ retirees and their benefits. We serve as a resource to all Department Heads and employees.

It is worth noting that the HR department, now in its third year, is giving particular attention and energy toward the employee experience to support retention. From a financial perspective, turnover is costly, and studies show that a high level of employee service in total compensation, benefits, union matters, and human services can make a difference as to whether employees stay or go elsewhere.

53400 Communications – Level funding of \$2,700 includes landline phones and one cell phone for the ATA/HR Director.

A request for funding additional job board postings, considered recruitment communications, will be \$5,000. The overall expenditures in job board recruitment last year was \$8,000 to fill 25 roles, and costs were charged to all departmental budgets filling those roles. This new request can also be passed on to departments, and adds \$200 per job posting to add a diverse job board posting for each open position. (It does not have to be managed in the HR budget.)

This request is also in response to Holliston’s Strategic Plan, developed by the Envisioning Future Holliston Committee, to build on the recruitment strategy to cast a wider net for talent and continue to reach a diverse candidate pool as an Equal Opportunity Employer. Municipalities, including ours, have seen a significant reduction in the amount of qualified applicants this year, and the plan requested an increase use of diverse job boards.

Recruitment costs to post on job boards range from \$200 - \$450 for each position. Holliston’s current practice is to post on Indeed, which is an aggregate job board (collecting from other job boards) and is the largest, free job board to source candidates. We also post on the Mass Municipal Association job board for all postings. These candidates are professionals in their respective fields, and often looking specifically in municipal government and the retirement system. Last year we spent almost \$7k in recruiting costs for about 25 open positions, and some were posted multiple times. This expense is charged to each departmental budget, which is also charged when we spend additional money on industry specific job boards and Zip Recruiter (\$650 per post).

This funding is specific to additional diverse recruitment job boards, and will be monitored by Human Resources, to evaluate the responses and performance of each job board. Departments can continue to pay for their own job boards. These efforts will be focused on increasing the number of qualified applicants from all job boards, including diverse-based boards, and this supports our Equal Opportunity Employer designation.

Currently, our no-cost strategies in FY24 include participating in MassHire Job Fairs, and partnering with career centers at MassBay and Keefe Tech. For the first time we also presented at Holliston High School Career Day for non-college bound students. We are improving landing pages and communications to promote “Working in Holliston” and increase our use of professional networks on LinkedIn in FY24.

FY24 Departmental Goals – Progress/Complete

The Human Resources Department successfully completed the compliance requirements outlined in the HR Audit and the DLS Financial Report, and many recommendations are now implemented. The next phase to address the HR audit will be to review and update policies to reflect updated laws, and best practices to retain and attract talent. As stated above, recruitment enhancements to cast a wider net continue.

Initiatives that significantly impacted HR: The Medicare Buy-In program, which will allow 19 seniors to buy into Medicare, the transition to a RECC and managing the incentive pay and elimination of the dispatcher positions in both Fire and Police communication centers, and reorganization in a number of departments due to retirements.

Attrition did afford us an opportunity to restructure the financial teams to create some efficiencies. The Office of Human Resources provided job descriptions, market data and insights to develop the Financial Management Analyst role and the Assistant Treasurer/Collector role for the Town of Holliston.

As the Town follows the MRI study of the Fire/EMS service, HR launched an Assistant Fire Chief search with a profile of the Town of Holliston and several rounds of interviews and interview panels. HR also managed the retention of dispatchers through this transitional year announcing the move to a Regional Emergency Communications Center (RECC). HR-specific responsibilities are the compensation plan, employee policies, supporting employees in transition to other positions and/or retirements, the hiring/promotional processes and benefits.

FY25 NEW Goals

1. Keeping up with the volume: We made great strides in working with the schools to process many employees moving in and out of employment in Holliston. Our goal is to continue to work with the schools to identify opportunities to automate the onboarding process and other tasks as much as possible.

Office of Human Resources continues to track a high utilization of HR services this year. Employees are participating in benefits, and requesting meetings to discuss a myriad of issues including retirement counseling, family leave provisions and conflict resolution and training.

2. Public Safety: The Town will evaluate the market to hire Per Diem Paramedics, Advanced EMTs and Basic EMTs, enhance recruitment for Firefighters and Police Officers, and uphold the EEO designation and best practices.

3. Implement a mix of no-cost/low-cost strategies, and with potential additional funds for targeted, more diverse job boards.

4. Engagement to address retention: No-cost/low-cost strategies will include a follow-up monthly meeting for new Town hires – a best practice that has actually been requested by new hires. This provides needed orientation to public service, as many are new to municipal work, and a social experience outside their office to connect with others and mentors. We have hired a number of highly valuable people and we are trying to find low-cost ways to recognize and retain them.

5. Continue to represent Holliston’s interests: Appointed to the Board of the West Suburban Health Group, serves on the Public Employee Committee (PEC) to review benefits. Serves on the Department of Public Works Safety Committee, and a member of the negotiating team for union contracts (up for renewal in FY24.)

Staffing Levels

Human Resources	FY2022	FY2023	FY2024	FY2025
Assistant TA / HR Director*	0.50	0.50	0.50	0.50
HR Benefits Manager	1.00	1.00	1.00	1.00
(01152) Subtotal	1.50	1.50	1.50	1.50

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

Budget Recommendations (Filled out by Town Administrator)

Level Services: Increases to Professional & Technical and Communications are tied to new requests from the 5-Year Strategic Plan

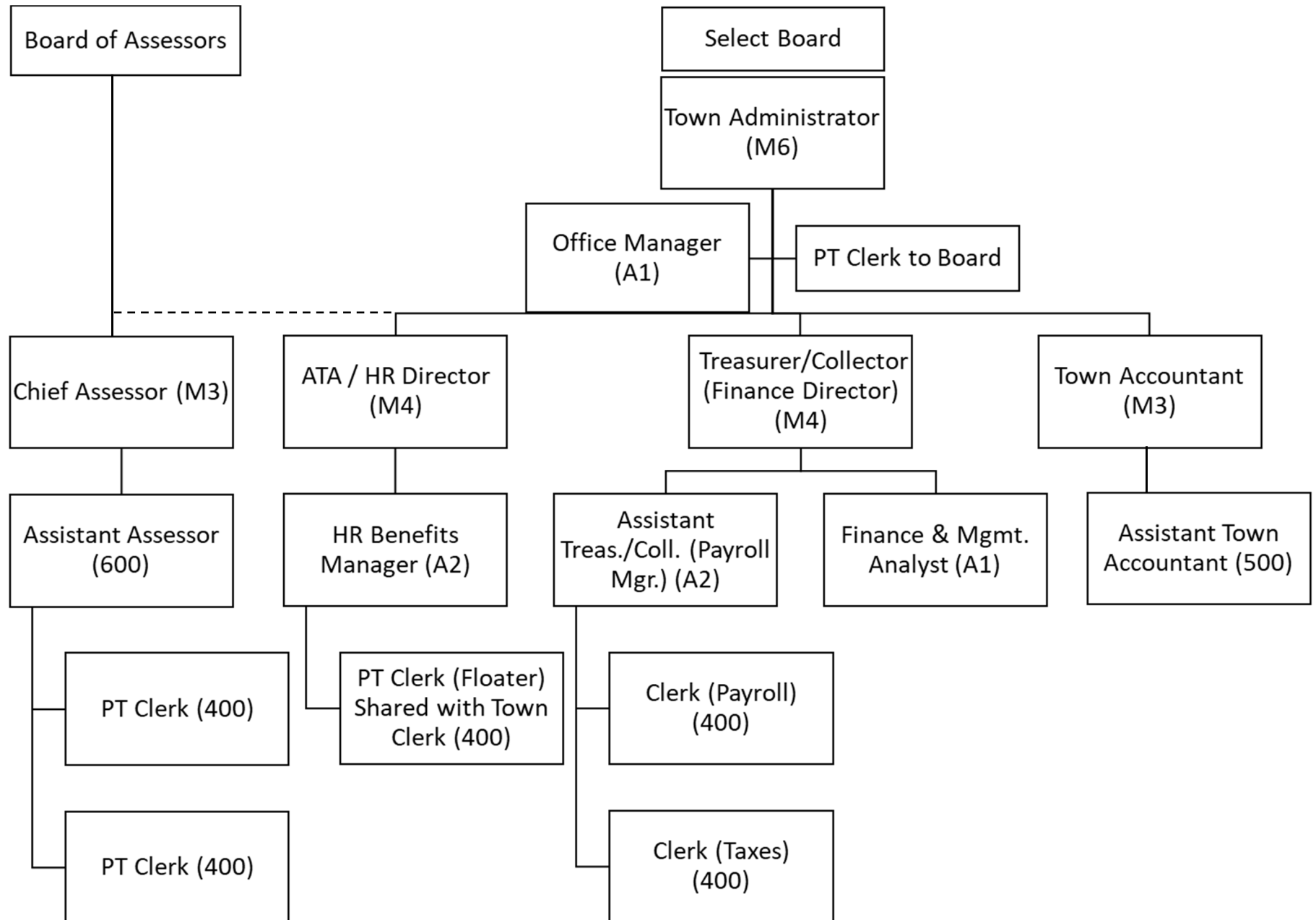
New Requests Recommended by the Town Administrator: Professional Services for organization-wide DEI training and Communications line for diversity job board recruitment

New Requests Not Recommended by the Town Administrator: Town Administrator supports requests, adjusting down due to balancing bottom line budget

Town of Holliston
FY25 Human Resources – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	HUMAN RESOURCES (01152)									
51100	Administrative Salaries (ATA/HR)	-	34,000	52,274	53,948	55,836	1,888	3.5%	55,836	-
51110	Administrative Assistant	-	61,886	70,074	72,978	75,903	2,925	4.0%	75,903	-
51000	PERSONAL SERVICES	-	95,886	122,348	126,926	131,739	4,813	3.8%	131,739	-
53000	Professional Services	-	354	7,272	12,800	18,300	5,500	43.0%	14,500	(3,800)
53400	Communications	-	1,271	2,304	2,700	7,700	5,000	185.2%	7,700	-
52000	PURCHASED SERVICES	-	1,625	9,576	15,500	26,000	10,500	67.7%	22,200	(3,800)
54200	Office Supplies	-	2,837	1,058	2,500	2,500	-	0.0%	2,500	-
54000	SUPPLIES & MATERIALS	-	2,837	1,058	2,500	2,500	-	0.0%	2,500	-
57100	Professional Development	-	1,258	1,143	6,260	6,260	-	0.0%	6,260	-
57000	OTHER EXPENSES	-	1,258	1,143	6,260	6,260	-	0.0%	6,260	-
TOTAL	HUMAN RESOURCES (01152)	-	101,606	134,125	151,186	166,499	15,313	10.1%	162,699	(3,800)

Town of Holliston
Finance & Human Resources Org. Chart (FY2025)



**Town of Holliston
FY25 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 Finance Director - 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, Assessing, and Accounting Departments.

This department also continues to be the central hub of all things finance related in Town Hall. In addition to the regular functions listed above, the Treasurer/Collector's Office is the problem solving, spreadsheet making, find the answer to the problem headquarters at 703 Washington Street.

The department experienced some staffing changes in FY 2024. Our Assistant Treasurer and Payroll Manager Mallory Franceschi received a well-deserved promotion to Assistant Treasurer/Collector and continues to oversee the payroll. We have also created a new Financial Management Analyst, which was just recently filled. Below is a breakdown of staffing for the department in FY25:

Staffing:

Treasurer/Collector	FY2022	FY2023	FY2024	FY2025
Treasurer/Collector (Finance Director)	1.00	1.00	1.00	1.00
Assistant Treas./Coll. (Payroll Mgr.)	1.00	1.00	1.00	1.00
Assistant Collector	1.00	1.00	-	-
Finance & Mgmt. Analyst	-	-	1.00	1.00
Principal Clerk - Taxes	1.00	1.00	1.00	1.00
Principal Clerk - Payroll	1.00	1.00	1.00	1.00
(01145) Subtotal	5.00	5.00	5.00	5.00

FY24 Accomplishments:

1. Successful management and execution of over 90 separate payrolls.
2. Successful billing and collection of taxes and utility bills.
3. The stand-up of Lockbox Services, drastically reducing manual inputs and increasing security and efficiencies.

Goals for the department in FY25:

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. Work towards implementing an automated cash reconciliation tool.
3. Continue to identify opportunities for efficiencies both within the office and through our collaborative processes with other Town departments.

4. Work towards distributing an even workload for finance and benefit related responsibilities across Town Departments.

Budget line item Notes:

- Professional Services – 24.6% increase. The Department will need to utilize consulting services both to meet filing needs and stand up automated processes within the accounting system.
- Office Supplies – 12.5% decrease. Identified area for savings.
- Longevity and Certification Stipends – Contractual increases for the Certification stipend and Longevity for the Assistant Treasurer/Collector – Payroll Manager.
- Professional Development – 45% Decrease. Due to a tight budget year, the department will only be attending mandatory conferences and training.
- Communications – 31% decrease. Identified area for savings per the historical trend of this line item. I don't see any major communications occurring in FY25.

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget with resources for Kinsherf CPA engagement to automate processes in FY2025

New Requests Recommended by the Town Administrator: Professional Services for automation of MUNIS processes

New Requests Not Recommended by the Town Administrator: Slight reduction recommended for Professional Service based on bottom line budget

Town of Holliston
FY25 Treasurer/Collector – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	TREASURER/COLLECTOR									
51100	Administrative Salaries	102,144	104,187	106,437	107,000	110,745	3,745	3.5%	110,745	-
51110	Administrative Assistant	123,658	102,084	114,794	123,546	127,435	3,889	3.1%	127,435	-
51113	Clerical Salaries	90,767	79,914	89,377	95,598	100,812	5,214	5.5%	100,812	-
51400	Longevity	300	250	250	50	100	50	100.0%	100	-
51902	Certification Stipend	1,000	1,000	500	-	7,200	7,200	100.0%	7,200	-
51000	PERSONAL SERVICES	317,869	287,435	311,358	326,194	346,292	20,098	6.2%	346,292	-
53000	Professional Services	15,924	23,790	34,513	28,080	35,000	6,920	24.6%	33,000	(2,000)
53002	Foreclosure-Legal	9,715	10,210	11,061	10,000	10,000	-	0.0%	10,000	-
53400	Communications	13,139	11,134	7,953	14,540	10,000	(4,540)	-31.2%	10,000	-
52000	PURCHASED SERVICES	38,778	45,134	53,527	52,620	55,000	2,380	4.5%	53,000	(2,000)
54200	Office Supplies	4,050	3,116	2,037	4,000	3,500	(500)	-12.5%	3,100	(400)
54000	SUPPLIES & MATERIALS	4,050	3,116	2,037	4,000	3,500	(500)	-12.5%	3,100	(400)
57100	Professional Development	1,204	913	1,760	4,000	2,200	(1,800)	-45.0%	2,200	-
57000	OTHER EXPENSES	1,204	913	1,760	4,000	2,200	(1,800)	-45.0%	2,200	-
TOTAL	TREASURER/COLLECTOR (01145)	361,901	336,598	368,682	386,814	406,992	18,132	4.9%	404,592	(2,400)

Town of Holliston
FY25 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 FY22022 to a “floater” position that is located in the Town Clerk’s Office but has recently been updated to include summaries provided by Zoom’s AI function, the cost of which is associated it the Technology budget (01155).

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	FINANCE COMMITTEE									
51113	Clerical Part-time	-	2,196	1,394	4,000	4,000	-	0.0%	4,000	-
51000	PERSONAL SERVICES	-	2,196	1,394	4,000	4,000	-	0.0%	4,000	-
54200	Office Supplies	-	-	-	-	-	-	0.0%	-	-
54000	SUPPLIES & MATERIALS	-	-	-	-	-	-	0.0%	-	-
57100	Professional Development	210	210	210	210	210	-	0.0%	210	-
57000	OTHER EXPENSES	210	210	210	210	210	-	0.0%	210	-
TOTAL	FINANCE COMMITTEE (01131)	210	2,406	1,604	4,210	4,210	-	0.0%	4,210	-

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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	RESERVE FUND									
57810	Reserve Fund	195,112	125,316	96,747	325,000	325,000	-	0.0%	325,000	-
TOTAL	RESERVE FUND (01132)	195,112	125,316	96,747	325,000	325,000	-	0.0%	325,000	-

**Town of Holliston
FY25 Town Accountant – Proposed Budget**

Treasurer/Collector (01145):

Budget

The breakdown of the proposed budget is as follows:

- 77.04% is personal services
- 22.38% is the annual audit, professional services and communications
- <1% is office supplies and professional development

Staffing Levels

- The town accountant office is staffed by two people. The town accountant at 40 hours a week and assistant town accountant position at 35 hours a week.

Town Accountant	FY2022	FY2023	FY2024	FY2025
Town Accountant	1.00	1.00	1.00	1.00
Assistant Town Accountant	-	-	1.00	1.00
Principal Clerk	1.00	1.00	-	-
(01135) Subtotal	2.00	2.00	2.00	2.00

FY2024 and FY2025 Goals

- Continue to train staff and other departments on the use of MUNIS
- Work with CPA firm on automating some ledger processes, such as cash receipts and monthly reconciliations.

Town of Holliston
FY25 Town Accountant – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	TOWN ACCOUNTANT									
51100	Administrative Salaries	97,645	99,598	73,696	106,000	94,395	(11,605)	-10.9%	94,395	-
51113	Clerical	42,134	45,097	51,819	56,111	63,910	7,799	13.9%	63,910	-
51400	Longevity	0	50	50	50	50	-	0.0%	50	-
51902	Certification Stipend	1,000	1,000	1,000	1,000	7,200	6,200	620.0%	7,200	-
51000	PERSONAL SERVICES	140,779	145,745	126,565	163,161	165,555	2,394	1.5%	165,555	-
53000	Professional Services	32,000	32,000	51,615	35,000	45,000	10,000	28.6%	41,000	(4,000)
53400	Communications	1,120	975	1,474	1,150	1,000	(150)	-13.0%	1,000	-
52000	PURCHASED SERVICES	33,120	32,975	53,089	36,150	46,000	9,850	27.2%	42,000	(4,000)
54200	Office Supplies	523	499	587	600	500	(100)	-16.7%	500	-
54000	SUPPLIES & MATERIALS	523	499	587	600	500	(100)	-16.7%	500	-
57100	Professional Development	155	716	228	750	700	(50)	-6.7%	700	-
57000	OTHER EXPENSES	155	716	228	750	700	(50)	-6.7%	700	-
TOTAL	TOWN ACCOUNTANT (01135)	174,577	179,935	180,469	200,661	212,755	12,094	6.0%	208,755	(4,000)

Town of Holliston
FY25 Assessors– Proposed Budget

Assessors (01141):

Description of Services

FY25 will mark a year of continuity for the department after two major personnel changes in prior years: Kevin Rudden has been Principal Assessor since May, 2022, and Sherrie Bates has been our Assistant Assessor since June, 2022. Both have settled into their new roles.

The department's single, FTE clerical position remains shared between two part-time people; because of their life status and career goals, neither is interested in taking on more responsibilities or advancing in the department. This prevents the department from building any "bench strength" beyond the Principal Assessor and Assistant Assessor.

The department is functioning as an efficient and cohesive team that strives for responsive public service while looking for ways to work more efficiently. For example, the department this spring will be implementing remote data tablets for property inspections. Purchase of this system was funded through federal ARPA funds. Another example is moving to a new mapping company whose technology can serve as an entry point to a future town GIS system

Fiscal Year 24 Goals

At the start of Fiscal Year 2024, the Board and Town Administrator tasked Mr. Rudden with several goals:

1. Maintaining a succession plan by continuing to train the Assistant Assessor in all duties of the Principal Assessor. This continues on an ongoing basis.
2. Cross-training department staff on all tasks involved in the various annual Assessing processes. This continues on an ongoing basis.
3. Using increased FY 24 funding to satisfy the MA Department of Revenue's "directives" by the Fiscal Year 2026 recertification of values by the DOR. At this point, strong progress has been made on satisfying all of the directives on or before this July 1, 2025 deadline. At the same time, existing processes are being modified and workloads managed to prevent a recurrence of any directives.
4. Compiling the FY 24 valuations earlier than when the FY 23 valuations were completed. Mr. Rudden completed this task in early October, 2023 – three weeks prior to the previous year.

In addition, he proposed a calendar for the Financial Team to follow when working on the Fiscal Year 2025 tax rate-setting process, so as to align the Town Accountant, Treasurer/Collector and Assessors' offices toward a common goal and deadline.

5. Investigating the costs and time involved with upgrading the department's Computer Assisted Mass Appraisal (CAMA) software with a more modern and reliable product. This included surveying assessors across the state about their feelings toward various vendors' CAMA systems. The Principal Assessor and Assistant Assessor have researched options to the current Tyler iasWorld CAMA software, which is outdated, poorly supported by the vendor, and continues to generate faulty data reports. Submitting correct data reports to the Department of Revenue is an important step in the annual tax rate-setting process. During the past two fiscal years, we have had to spend hundreds of hours to manually verify parcel information for the DOR.

In addition, Tyler's refusals to cooperate with Data Cloud caused a year's delay in implementing a time-saving mobile data tablet system.

6. Developing a plan and cost estimates to extend the department's mapping technologies into a full functional *geographic information system (GIS)* for the town. Cost estimates have been given separately to the Town Administrator to "grow" this capability on a department-by-department basis.
7. Developing new assessing "neighborhoods" to more accurately reflect the historical growth and development patterns of the town.

Fiscal Year 25 Goals

The goals for Fiscal Year 2025 are an extension of those in previous years, with the top three goals being:

1. Complete and close all directives from the DOR.
The FY 2024 budget increase in the department's budget gave it the resources to meet and satisfy the DOR's directives before the next re-certification in Fiscal Year 2026. No additional funding is sought for Fiscal Year 2025.
2. Implement new assessing neighborhoods within Fiscal Year 25 valuation process.
This is a project that can be achieved by existing staff with existing budgetary resources.
3. Replace the CAMA system.
The Board of Assessors and staff have identified this as a key priority going forward. We cannot continue to operate with an out-of-date software program that fails to meet the Department of Revenue's requirements. It is our goal to fund the software replacement from funds within the Assessors' Overlay Account.

In addition, the Assessors' Office will be requesting a special article on the Annual Town Meeting warrant:

We are seeking \$2,675 to fund the cost of "releasing" 25 outdated property liens on agricultural lands currently or previously under Chapter 61, Chapter 61A or Chapter 61B protection. These liens should have been released as property changed ownership status over the past decades. Doing so will "clean up" an issue prior to the Fiscal Year 2026 DOR recertification process.

GIS

If the town wishes to establish a GIS function within the town, it is necessary to purchase at least one "ArcGIS Online GIS Professional Advanced User" software license. Because the parcel mapping software services falls under the Assessors' Office, it makes sense to add this \$4,096 license cost to the Assessors' budget.

MUNIS

The Finance Director/Treasurer/Collector is requesting that the Assessors' Office staff assume all MUNIS data entry tasks associated with abatements, exemptions and associated reports – tasks previously undertaken by the Treasurer/Collector's staff. (MUNIS is the town's financial software system.)

If this change in process/procedures goes forward, this will entail obtaining training for four people. The Assessors' Office has no funds budgeted for this training; however, IT Director Chris Meo has up to five days of MUNIS consulting/training available each year and has offered to make the appropriate time available to the Assessors' Office.

Estimated Costs to Replace CAMA System

1/11/24 estimate

• Cost of new software	\$35,000
• Cost of CAMA conversion	
• Cost of desktop or full field data review	\$29,000
TOTAL	\$64,000
• Estimated Cost of Data Cloud iPad conversion	UNKNOWN
• Estimated Cost to run Tyler in Parallel from July 1, 2025 through December 31, 2025	\$5,000
• Estimated annual operating costs of new software	\$17,100*

*This cost is approximately \$8,000 higher than our FY 2025 CAMA costs, but includes unlimited support versus the per-project support costs of \$1,000/day under our current contract with Tyler.

Timetable for Replacing CAMA System

1. February, 2024: Submit article for Annual Town Meeting warrant
2. May 13, 2024: Annual Town Meeting
3. June-July, 2024: Issue RFP and obtain formal quotes for replacement CAMA system
4. September, 2024: Negotiate and sign contract with new CAMA vendor
5. October, 2024 – May, 2025: CAMA Software conversion process
6. October, 2024: Notify Data Cloud and establish schedule for iPad conversions
7. May, 2025: Switch to new CAMA system / Run parallel with Tyler through end of calendar Year 2025
8. June, 2025: Switch Data Cloud iPads to new system
9. December 31, 2025: Discontinue Tyler iasWorld

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget; decrease related to item moving to IT

New Requests Recommended by the Town Administrator: N/A

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

Town of Holliston
FY25 Assessors– Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	BOARD OF ASSESSORS									
51100	Administrative Salaries	97,645	106,391	90,567	94,071	97,363	3,292	3.5%	97,363	-
51110	Administrative Assistant	42,179	41,073	52,114	55,168	57,423	2,255	4.1%	57,423	-
51113	Clerical	49,066	50,539	49,970	56,184	59,225	3,041	5.4%	59,225	-
51210	Part Time Salaries			325		-	-	0.0%	-	-
51400	Longevity	200	200	-	-	-	-	0.0%	-	-
51905	Assessors	7,500	7,291	2,500	2,500	-	(2,500)	-100.0%	-	-
51000	PERSONAL SERVICES	196,590	205,494	195,476	207,923	214,011	6,088	2.9%	214,011	-
53000	Professional Services	17,965	30,508	41,906	76,718	68,605	(8,113)	-10.6%	68,605	-
53400	Communications	3,373	3,103	2,804	4,000	4,000	-	0.0%	4,000	-
52000	PURCHASED SERVICES	21,338	33,611	44,710	80,718	72,605	(8,113)	-10.1%	72,605	-
54200	Office Supplies	479	618	770	1,500	1,500	-	0.0%	1,500	-
54000	SUPPLIES & MATERIALS	479	618	770	1,500	1,500	-	0.0%	1,500	-
57100	Professional Development	1,126	1,828	3,991	5,000	5,000	-	0.0%	5,000	-
57000	OTHER EXPENSES	1,126	1,828	3,991	5,000	5,000	-	0.0%	5,000	-
TOTAL	BOARD OF ASSESSORS (01141)	219,533	241,551	244,947	295,141	293,116	(2,025)	-0.7%	293,116	-
							moves to IT (01155)			

**Town of Holliston
FY25 Technology– Proposed Budget**

Technology (01155):

Description of Services

The Primary expenses within the Technology budget are Personal Services and Computer Licenses which represents 78% of the department expenses.

51000 Personal Services – The IT Department	Technology	FY2022	FY2023	FY2024	FY2025
is made up of 1 full time Technology Director	Director of Information Technology	1.00	1.00	1.00	1.00
and three part-time Remote Meeting IT Technicians. The Remote Meeting Technicians	Temporary PT	various	various	various	various
are responsible for moderating Committee meetings while day to day operations are handled by the Technology Director. In 2023 alone, the Remote IT Technicians and IT Director have staffed over 300 Committee Meetings, resulting in the continued request to budget for Zoom meeting support at 702 hours at \$18.50 an hour.	(01155) Subtotal	1.00	1.00	1.00	1.00

52000 Purchased Services – The largest line item in the Technology Budget includes \$8,750 for 2 Town Hall copier leases, \$4,000 for the lease of the Postage Machine, \$600 in Communications for the office phone, \$148,657 for Computer Licenses, which includes \$132,779 for Munis, \$3,994 for the website, \$2200 for Zoom licenses, and \$1200 for Endpoint Antivirus software. The contract is up with our current antivirus subscription and the new quotes are coming in slightly higher than last year and the Town has also increased our computer count with new staffing over the last two years.

The Zoom license was increased to a Business License in August 2023 by a Finance Committee vote to utilize Summary and Transcript services. This Zoom License increase from \$1200 (budgeted last year) to \$2200 (this year) continues this Business License and allows the Town to continue using the 10 accounts and holding meetings with up to 300 residents. Last year’s budget was only for 4 accounts with a maximum of 100 participants (without the additional large meeting subscription add-on) and did not have Meeting Summary and Transcript Services.

The Computer License line is showing a 12.3% increase this year. This is mainly due to \$8,484 that is recommended to move from the Assessors budget into the Computer License Technology Budget for the PeopleGIS license. PeopleGIS is the on-line mapping and database program once used only by the Assessors Department but now is used by numerous other departments including Building, Planning, Conservation, and Water. Due to this now being a Town wide program, it is recommended by the Assessor and myself it should be moved to the Technology Budget.

The \$12,980 in Professional Services includes \$150 for Town-owned website Domain registrations including TownofHolliston.us and Envisioningfutureholliston.org and .com, \$3930 for software and hardware support contracts on Town Network equipment as well as \$4900 for the wireless network contract. The Professional Services line also includes \$4000 that was added two years ago for a Town-wide Professional Development Training Program. As of ½ way through the FY24 fiscal year, the 20 accounts have signed up for 117 courses with 83 courses completed. Some of these courses include: Transitioning from Staff to Supervisor, Team Building Essentials, Microsoft® Excel® Made Easy, Bookkeeping Basics, Microsoft® Excel® PivotTables Made Easy, and Inclusive Interviewing and Hiring Series. I would request the \$4000 be kept in the budget again this year to offer continued professional development to all staff using this service.

Lastly, for the first time in five years I am looking to increase the **58500 Purchase of Equipment** line by 5% from \$38,476 to \$40,400. In FY19 this line was added to fund a 5 year computer replacement cycle. Since 2020, work trends and necessary computer equipment has changed. The original FY19 budget reflected purchasing 70% desktops and 30% laptops each year. Since 2020 the trend has been to purchase laptops which are more expensive and require additional hardware to work in an office setting.

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget; change related to item moved from Assessing to IT

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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	TECHNOLOGY									
51100	Administrative Salaries	97,645	99,598	103,184	106,795	110,533	3,738	3.5%	110,533	-
51210	Temporary Salaries	-	5,020	7,458	12,811	13,003	192	1.5%	13,003	-
51400	Longevity	-	50	50	50	50	-	0.0%	50	-
51000	PERSONAL SERVICES	97,645	104,668	110,692	119,656	123,586	3,930	3.3%	123,586	-
52401	Copy Machine Svce. Contract	8,311	8,627	8,754	8,500	8,750	250	2.9%	8,750	-
52700	Postage Machine	3,797	3,340	3,434	4,000	4,000	-	0.0%	4,000	-
53000	Professional Services	4,214	6,269	8,040	12,350	12,980	630	5.1%	12,980	-
53400	Communications	560	579	591	600	600	-	0.0%	600	-
53406	Computer License	105,215	114,572	126,130	132,051	148,657	16,606	12.6%	148,657	-
52000	PURCHASED SERVICES	122,097	133,387	146,949	157,501	174,987	17,486	11.1%	174,987	-
54200	Office Supplies	155	81	7	200	200	-	0.0%	200	-
54000	SUPPLIES & MATERIALS	155	81	7	200	200	-	0.0%	200	-
58500	Purchase of Equipment	27,068	1,924	32,201	38,476	40,400	1,924	5.0%	38,476	(1,924)
58700	Computer Equipment	7,487	7,683	7,462	7,500	7,500	-	0.0%	7,500	-
58000	CAPITAL OUTLAY	34,555	9,607	39,663	45,976	47,900	1,924	4.2%	45,976	(1,924)
TOTAL	TECHNOLOGY (01155)	254,452	247,743	297,311	323,333	346,673	23,340	7.2%	344,749	(1,924)
takes \$8,484 from Assessing (01141)										

**Town of Holliston
FY25 Town Clerk– Proposed Budget**

Town Clerk (01161):

Description of Services

The primary expenses within the Town Clerk budget is personal services, the support staff are all new, under 1 year, and working out well so far. The part time position is shared with Human Resources, and works 23.5 hrs. in the Town Clerk's Office. As discussed last year at this time, I hoped to get the additional salary increase that I asked for. However, after talking with the Town Administrator, this request has been tabled for another year, due to other department inequities.

52000 – Purchased Services – Managed to only increase by 1.5%, based on the census & postage cost increase, and the decrease in the phone bill.

54000 – Supplies & Materials – Stayed level funded.

57100 – Professional Development – Has a 3% increase based on sending the Asst. Town Clerk to more conferences and other educational sessions. Additionally, the cost of conferences and association membership dues have increased.

FY24 Department Goals - Progress

The Town Clerk's office has a whole new staff, I replaced two short-term employees with two individuals that have little experience in a Town Clerk's office. They both seem eager to learn all the functions of the office, including the challenge of a Presidential Election cycle.

FY25 Departmental Goals

1. Train Kevin & Lisa 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 (23.5hr.) Admin. Asst., this position has an additional 11.5 hours in the Asst. Town Administrator's office. So far the shared position is working well, and has some flexibility to go where she is needed most.

Town Clerk	FY2022	FY2023	FY2024	FY2025
Town Clerk (Elected)	1.00	1.00	1.00	1.00
Assistant Town Clerk	1.00	1.00	1.00	1.00
Admin. Support (Town Clerk Floater)*	0.59	0.59	0.68	0.68
PT Clerical	-	-	-	-
(01161) Subtotal	2.59	2.59	2.68	2.68

**Shared position with Select Board (0.32 FTE)*

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	TOWN CLERK									
51100	Administrative Salaries	76,201	79,475	82,408	89,000	91,225	2,225	2.5%	91,225	-
51110	Administrative Assistant	47,008	40,732	47,441	49,943	52,197	2,254	4.5%	52,197	-
51113	Clerical Salaries	20,289	29,652	16,860	28,666	30,835	2,169	7.6%	30,835	-
51400	Longevity	250	100	100	100	100	-	0.0%	100	-
51902	Certification	1,000	1,000	1,000	1,000	1,000	-	0.0%	1,000	-
51000	PERSONAL SERVICES	144,748	150,959	147,809	168,709	175,357	6,648	3.9%	175,357	-
52405	Equipment Maintenance	395	387	387	395	395	-	0.0%	395	-
52190	Professional Services	335	335	517	200	200	-	0.0%	200	-
52150	Communications	4,725	5,367	6,072	5,979	6,075	96	1.6%	6,075	-
52000	PURCHASED SERVICES	5,455	6,089	6,976	6,574	6,670	96	1.5%	6,670	-
54200	Office Supplies	1,049	1,333	1,780	1,050	1,050	-	0.0%	1,050	-
55800	Other Supplies	0	0	70	-	-	-	0.0%	-	-
54000	SUPPLIES & MATERIALS	1,049	1,333	1,850	1,050	1,050	-	0.0%	1,050	-
57100	Professional Development	757	2,839	2,523	3,720	3,830	110	3.0%	3,830	-
57000	OTHER EXPENSES	757	2,839	2,523	3,720	3,830	110	3.0%	3,830	-
TOTAL	TOWN CLERK (01161)	152,009	161,220	159,158	180,053	186,907	6,854	3.8%	186,907	-

**Town of Holliston
FY25 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. This budget reflects three elections, two of which have Early Voting in Person, totaling 3 weeks of staffing. This increase also includes more personnel to process the Vote by Mail ballots, and an increase in postage. We will see an increase in Vote by Mail for the Town Election, due to the VBM Postcards being mailed to every voter.

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 make up the rest of this budget.

54000 – Supplies & Materials – The largest part of this budget is for postage to mail ballots. Vote By Mail is available for all elections. Of the people who voted in the State Election in 2022 57% voted by mail, and 13% of the ballots mailed were not returned.

FY24 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.

FY25 Departmental Goals

1. Train Kevin & Lisa 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 (23.5hr.) 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 is a level service budget; adjustment made to budget is balancing adjustment for bottom line Town budget

New Requests Recommended by the Town Administrator: N/A

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

Town of Holliston
FY25 Elections– Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	ELECTIONS									
51905	Board of Registrars	800	800	800	850	850	-	0.0%	850	-
51205	Election Workers	19,850	2,667	15,625	22,644	48,491	25,847	114.1%	48,491	-
51300	Overtime	2,634	177	198	2,200	1,500	(700)	-31.8%	1,500	-
51000	PERSONAL SERVICES	23,284	3,644	16,623	25,694	50,841	25,147	97.9%	50,841	-
53000	Professional Services	5,715	4,327	6,022	6,000	7,300	1,300	21.7%	6,500	(800)
52000	PURCHASED SERVICES	5,715	4,327	6,022	6,000	7,300	1,300	21.7%	6,500	(800)
55800	Other Supplies	6,939	1,570	9,534	10,095	10,095	-	0.0%	10,095	-
54000	SUPPLIES & MATERIALS	6,939	1,570	9,534	10,095	10,095	-	0.0%	10,095	-
TOTAL	ELECTIONS (01162)	35,938	9,541	32,179	41,789	68,236	26,447	63.3%	67,436	(800)

Town of Holliston
FY25 Conservation Commission– Proposed Budget

ConCom (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. The Commission is staffed by 1 full-time (40 hour/week) staff member.

FY24 Department Goals – Progress

- The Conservation Commission has finalized and implemented regulations for Article XXXI.
- 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. Several Commissioners are currently serving their first term.
- 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.
- Begun work reviewing the outstanding items for the Open Space and Recreation Plan update.

FY25 Department Goals

1. Increase public awareness of environmental regulations regarding wetlands and open space, as well as other environmental issues (such as invasive species)
2. Continue education among the Commission and staff at conferences, webinars, etc.
3. Continue progress on updating 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

<ul style="list-style-type: none"> • The Conservation Commission is staffed by 1 full-time (40 hours/week) Conservation Agent. 	Conservation Commission	FY2022	FY2023	FY2024	FY2025
	Conservation Agent	0.88	1.00	1.00	1.00
	(01171) Subtotal	0.88	1.00	1.00	1.00

Professional Services (\$63,027)

- Administrative Salaries:
 - This line item reflects the amount paid to the Conservation Agent on the M2 scale.
 - This line item is the primary expense of the Conservation Commission's budget, representing 93.2% of the operating budget.
- Longevity
 - The Conservation Agent is eligible for longevity.

Purchased Services

- Professional Services
 - Thus far in FY24, no expenditures have been made out of this account. This budget is typically reserved for legal counsel above and beyond what is agreed upon with MTC as retained. This is on an as-needed basis, and general cannot be anticipated with high accuracy.
 - 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 Fund.
 - The revolving accounts fluctuate based on the amount of incoming applications and fees.
 - The Conservation Fund is donation-based.
- Communications
 - This budget is largely for the phone bills. Monthly, this amounts to:
 - $\$50 * 12 = \600
 - 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. This typically amounts to approximately \$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

Supplies and Materials

- Office Supplies
 - This budget line item covers pens, notepads, envelopes, highlighters, sharpies, and other miscellaneous office supplies. Thus far, appropriation of \$150 has been sufficient.
- 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. However, due to COVID and conferences being offered by webinar, this is not an accurate assessment as individual courses are offered a la carte, ranging from \$25-\$60/course.
- This is requested to be increased, as many new Commissioners are taking advantage of the MACC Fundamental Training Program, which incurs additional cost but is an excellent learning tool.
- 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, which is anticipated to be similar.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	CONSERVATION COMMISSION									
51100	Administrative Salaries	50,459	51,468	59,996	62,096	64,269	2,173	3.5%	64,269	-
51113	Clerical Salaries	0	0	-	-	-	-	0.0%	-	-
51400	Longevity	0	0	-	-	50	50	0.0%	50	-
51000	PERSONAL SERVICES	50,459	51,468	59,996	62,096	64,319	2,223	3.6%	64,319	-
53000	Professional Services	1,050	101	-	1,200	1,200	-	0.0%	300	(900)
53400	Communications	1,500	755	557	1,500	1,500	-	0.0%	1,500	-
52000	PURCHASED SERVICES	2,550	856	557	2,700	2,700	-	0.0%	1,800	(900)
54200	Office Supplies	104	156	28	150	150	-	0.0%	150	-
55100	Educational Supplies	100	-	-	-	-	-	-	-	-
54000	SUPPLIES & MATERIALS	204	156	28	150	150	-	0.0%	150	-
57100	Professional Development	1,223	880	1,292	1,300	1,700	400	30.8%	1,700	-
57000	OTHER EXPENSES	1,223	880	1,292	1,300	1,700	400	30.8%	1,700	-
TOTAL	CONSERVATION COMMISSION (01171)	54,436	53,360	61,873	66,246	68,869	2,623	4.0%	67,969	(900)

Town of Holliston
FY25 Planning Department – Proposed Budget

Planning (01175):

FY25 Planning Board Budget Proposal

The Planning Board met and voted unanimously in favor of the attached 2% increase FY25 budget proposal at its meeting of January 11th.

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.

Personnel Costs

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.

Planning Board / ZBA	FY2022	FY2023	FY2024	FY2025
Town Planner (01175)	0.86	1.00	1.00	1.00
Planning Clerical (01175)	0.50	0.50	0.50	0.50
ZBA Clerical (01176)	0.08	0.08	0.08	0.08
Subtotal	1.44	1.58	1.58	1.58

Operating Expense

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.

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. FY24 revenue is fairly low, although the Board’s load has been heavy because of a handful of lengthy reviews. No Town funds are spent on engineering peer review or field inspections. The Review Fees are held in escrow for project review (e.g. civil, noise and traffic) and inspection for individual projects. Unexpended funds are returned to applicants. Our escrow accounts are active for approximately 15 active projects.

The Planning Board is currently a party in two active court appeals and that number will likely increase before the end of FY24 with several contentious applications wrapping up review.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	PLANNING BOARD									
51100	Planning Director	70,443	74,924	80,504	84,728	87,270	2,542	3.0%	87,270	-
51113	Clerical Part-time	26,176	26,690	23,221	24,769	25,825	1,056	4.3%	25,825	-
51400	Longevity	250	300	-	200	200	-	0.0%	200	-
51000	PERSONAL SERVICES	96,869	101,914	103,725	109,697	113,295	3,598	3.3%	113,295	-
53000	Professional Services	1,278	1,600	1,860	3,000	2,500	(500)	-16.7%	2,500	-
53400	Communications	1,339	1,293	1,108	1,400	1,400	-	0.0%	1,400	-
52000	PURCHASED SERVICES	2,617	2,893	2,968	4,400	3,900	(500)	-11.4%	3,900	-
54200	Office Supplies	250	179	206	250	250	-	0.0%	250	-
54000	SUPPLIES & MATERIALS	250	179	206	250	250	-	0.0%	250	-
57100	Professional Development	344	344	254	400	400	-	0.0%	400	-
57000	OTHER EXPENSES	344	344	254	400	400	-	0.0%	400	-
TOTAL	PLANNING BOARD (01175)	100,080	105,330	107,153	114,747	117,845	3,098	2.7%	117,845	-

Town of Holliston
FY25 Zoning Board of Appeals (ZBA) – Proposed Budget

ZBA (01176):

FY25 Zoning Board of Appeals Budget Proposal

The Board of Appeals reviewed and approved the attached 1% increase FY25 request at their meeting of January 10th.

Personnel and Operating Costs

We have budgeted approximately 10 hours monthly to staff the ZBA (10 hours for the P/T Clerk) for FY25. For FY25, 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 to answer questions from abutters during the work day. The ZBA schedule has been extremely erratic to date in FY24. This is reflected in revenue as well (\$4,250 for Q1 & 2).

The Town Planner attends all board meetings and drafts all decisions with as needed attendance by Town Counsel and the Building Commissioner. Because Planning Board staff are working under the Zoning Board budget as well, we share office supply costs between the two boards. 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 as well as a core certification program for members.

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.

The ZBA is currently involved a two appeals, both brought by abutters with limited use of Town Counsel.

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
FY25 Zoning Board of Appeals (ZBA) – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	ZONING BOARD OF APPEALS									
51113	Clerical Salaries	6,253	5,858	7,013	7,213	7,516	303	4.2%	7,516	-
51000	PERSONAL SERVICES	6,253	5,858	7,013	7,213	7,516	303	4.2%	7,516	-
52190	Professional Service	1,656	3,138	1,203	3,000	3,000	-	0.0%	2,000	(1,000)
52150	Communications	419	539	321	500	500	-	0.0%	500	-
52000	PURCHASED SERVICES	2,075	3,677	1,524	3,500	3,500	-	0.0%	2,500	(1,000)
54200	Office Supplies	150	143	141	150	150	-	0.0%	150	-
54000	SUPPLIES & MATERIALS	150	143	141	150	150	-	0.0%	150	-
57100	Professional Development	-	-	25	225	225	-	0.0%	225	-
57000	OTHER EXPENSES	-	-	25	225	225	-	0.0%	225	-
TOTAL	ZONING BOARD OF APPEALS (01176)	8,478	9,678	8,703	11,088	11,391	303	2.7%	10,391	(1,000)

Town of Holliston
FY25 Economic Development (EDC) – Proposed Budget

ECONOMIC DEVELOPMENT (01182): Town Administrator

Description of Services

Personnel: The new 30 hour per week Economic Development Coordinator was recruited in FY2024, starting in the fall of 2023.

Economic Development	FY2022	FY2023	FY2024	FY2025
EDC Support (01182)*	-	-	0.75	0.75
Subtotal	-	-	0.75	0.75

Request: Holliston’s Business Membership fees (TBD) \$1,950

This request has been approved by the Economic Development Committee for key memberships in business groups that will positively impact economic development in Holliston. This list is updated to include organizations identified as key strategic partners. The Metrowest Visitor’s Bureau awarded Holliston a Communications Mini Grant to the ATA to promote Holliston which will be used in FY24.

- Metrowest Visitor’s Bureau - \$775
- 495 Partnership - \$500
- Tri-County Chamber - \$325
- Metrowest Chamber - \$350

Request: Communications budget - \$750 total, includes:

- Constant Contact Subscription - \$450
- Annual mailing - \$300 Postage for approximately 300 Holliston businesses (\$205); paper and ink

Current grant-funded activities include:

- \$25,000 Mott, Central St. Re-branding (possible electronic sign board)
- \$2,500 Metrowest Visitor’s Bureau Marketing Mini Grant, Map of Businesses; Business Directory Guide

FY24 Economic Development Coordinator – Progress

The Economic Development Coordinator was hired in the fall of 2023, and was introduced to the business community right away in a Holliston event led by the Metropolitan Area Planning Council, the Rail Trail Placemaking Workshop. Over 40 people from all different areas of planning, rail trails, art, DCR and Holliston residents came to walk the business corridor from Town Hall, Washington St. to Blair Square. The ED Coordinator learned quickly about Holliston’s advantages and challenges.

Over 300 letters from the Select Board are being sent out to active businesses in Holliston, from small businesses to the industrial parks to building owners. The Economic Development Committee is already seeing results and valuing this high performing professional to update the business list, update the website and create a communications/outreach plan following its strategic plan. She has already met more than a dozen businesses, many of them reaching out to her, and exploring spaces and uses with the Land Use department professionals.

FY25 Goals:

1. Follow EDC’s Strategic Plan and 3-year work plan to connect with businesses, and build relationships. Create content and events to connect with Holliston’s businesses; build lists for new e-newsletter, start social media accounts. Requesting Constant Contact Communications Tool.

2. Follow EDC's plan to attract new business to Holliston and collaborate regionally to develop economy. Requesting Membership fees with regional strategic partners.
3. Manage the mini-grant marketing project; update the Business Directory Guide

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	ECONOMIC DEVELOPMENT									
51100	Administrative Salaries	-	-	-	50,000	48,874	(1,126)	-2.3%	48,874	-
51000	PERSONAL SERVICES	-	-	-	50,000	48,874	(1,126)	100.0%	48,874	-
52190	Professional Service	788	4,056	1,070	1,000	1,950	950	95.0%	1,950	-
52000	PURCHASED SERVICES	788	4,056	1,070	1,000	1,950	950	95.0%	1,950	-
54200	Office Supplies	-	-	-	-	250	250	0.0%	250	-
55800	Other Supplies	-	-	-	-	750	750	0.0%	750	-
54000	SUPPLIES & MATERIALS	-	-	-	-	1,000	1,000	0.0%	1,000	-
TOTAL	ECONOMIC DEVELOPMENT (01182)	788	4,056	1,070	51,000	51,824	824	1.6%	51,824	-

Town of Holliston
FY25 Sustainability – Proposed Budget

SUSTAINABILITY (01199): Select Board / Town Administrator

Description of Services

The Sustainability budget (01199) was established in FY21. The only expenses within the Sustainability budget are for the contracted time of the Sustainability Coordinator engagement which was transitioned to Weston & Sampson within FY24. The General Fund supported 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.

This engagement supports multiple Town departments including Public Works, Facilities, Schools, Technology, Senior Center, Parks & Recreation and Conservation to enhance operational efficiencies, reduce waste, improve the Town's climate resiliency and minimize its' carbon footprint. But these departments also often support Sustainability through direct staff hours or collaboration.

FY24 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. 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 FY24. The RDP Grant Program has allowed the Town to subsidize adoption of food waste containers for households in Holliston (significant increase from 41 households in FY23 to 262 households in FY24) which reduces the tonnage in the waste stream. The grant funds also support subsidized resident purchases of rain barrels.

The Revolving Fund for the Recycling Center, due to the initiatives of the Sustainability Coordinator role (and before future dedicated revenue from the solar project has been realized), is \$26,069 as of Dec. 31, 2023 (up from \$12,417 on July 1, 2022), demonstrating that various activities have begun to generate cash flow to support additional sustainability initiatives.

FY25 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. Support administration of 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 engagement that is not benefit eligible. The Town will continue to entertain various staffing models, including potential regional solutions.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	SUSTAINABILITY COORDINATOR									
53000	Professional Services	47,738	47,520	47,205	51,500	51,500	-	0.0%	51,500	-
52000	PURCHASED SERVICES	47,738	47,520	47,205	51,500	51,500	-	0.0%	51,500	-
TOTAL	SUSTAINABILITY COORDINATOR (01199)	47,738	47,520	47,205	51,500	51,500	-	0.0%	51,500	-

Town of Holliston
FY25 Police Department – Proposed Budget

Holliston 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-FY24.

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 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 retainment 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 communications 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).

FY24 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.

FY25 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. Improve crime prevention measures and continue proactive investigations to reduce crime.
4. Carry out year two (2) of our department's new five year strategic plan (FY23-FY27)
5. Enhance community outreach initiatives; assign and train personnel in Community Oriented Policing fundamentals.
6. Continue to develop and create training opportunities that foster multi-agency cooperation and participation.
7. Continue to provide high quality training and professional development of our officers.
8. Continue to prevent and solve crime and prosecute offenders.
9. Recruit and retain a highly skilled and motivated law enforcement work force.
10. 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	Police Department	FY2022	FY2023	FY2024	FY2025
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.	Chief of Police	1.00	1.00	1.00	1.00
	Lieutenants	2.00	2.00	2.00	2.00
	Sergeants	5.00	5.00	5.00	5.00
	Patrol Officers (Request)	17.00	17.00	20.00	21.00
	Civilian Dispatchers*	5.00	5.00	-	-
	Administrative Assistant	1.00	1.00	1.00	1.00
	Principal Clerk	-	-	1.00	1.00
	(01210) Subtotal	31.00	31.00	30.00	31.00

**Civilian Dispatchers were eliminated upon our transition to Holbrook RECC on 12/28/23*

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 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 in FY25.

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget, optimizing the staffing levels for 24/7 coverage of the Police Station after transition to RECC

New Requests Recommended by the Town Administrator: N/A

New Requests Not Recommended by the Town Administrator: TA recommendation is to scale down request, not to reject request

Town of Holliston
FY25 Police Department – Proposed Budget

ACCT. NO.	ACCOUNT NAME					Level 1			Level 2	
		Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	POLICE									
51100	Administrative Salaries	156,414	168,300	172,508	180,012	184,572	4,560	2.5%	184,572	-
51101	Lieutenants Salaries	222,629	221,666	188,997	264,450	271,062	6,612	2.5%	271,062	-
51102	Sergeants' Salaries	424,584	411,376	454,042	464,275	473,560	9,285	2.0%	473,560	-
51112	Regular Salaries	1,169,940	1,246,526	1,295,475	1,517,400	1,632,568	115,168	7.6%	1,606,068	(26,500)
51113	Clerical Salaries	60,496	64,098	67,176	97,582	124,512	26,930	27.6%	124,512	-
51115	Dispatchers	211,976	204,869	247,323	154,925	-	(154,925)	-100.0%	-	-
51201	School Patrol	26,295	27,789	30,771	35,542	35,035	(507)	-1.4%	35,035	-
51202	Matron	0	0	-	500	500	-	0.0%	500	-
51300	Overtime	38,804	70,041	56,518	86,000	86,000	-	0.0%	70,000	(16,000)
51301	Training Overtime	57,400	53,525	73,294	67,000	71,000	4,000	6.0%	71,000	-
51302	Unscheduled Overtime	22,000	33,074	29,295	38,000	38,000	-	0.0%	33,000	(5,000)
51303	Court Time	558	6,551	8,824	12,000	14,500	2,500	20.8%	12,000	(2,500)
51304	Dispatcher Overtime	13,916	15,507	35,116	11,000	-	(11,000)	-100.0%	-	-
51305	K9 Training Overtime	20,799	21,100	21,514	20,000	21,500	1,500	7.5%	21,500	-
51400	Longevity	6,975	6,475	5,050	5,650	6,175	525	9.3%	6,175	-
51401	Holiday Pay	12,316	11,690	16,029	22,000	20,600	(1,400)	-6.4%	20,600	-
51402	Shift Differential	33,119	34,063	36,182	55,000	58,000	3,000	5.5%	58,000	-
51408	Officer-in-charge	1,911	3,273	1,894	2,500	2,500	-	0.0%	2,500	-
51900	Educational Incentive	210,554	228,764	218,542	246,400	265,000	18,600	7.5%	265,000	-
51901	Uniform Allowance	30,801	28,570	31,806	34,800	36,050	1,250	3.6%	36,050	-
51904	Stipends - EMT	13,145	11,174	9,934	9,393	14,371	4,978	53.0%	14,371	-
51000	PERSONAL SERVICES	2,734,632	2,868,431	3,000,290	3,324,429	3,355,505	31,076	0.9%	3,305,505	(50,000)
52100	Energy&Utilities	47,265	49,175	51,644	64,658	78,350	13,692	21.2%	71,124	(7,226)
52400	Buildings & Grounds Maintenance	37,362	30,044	46,863	30,211	38,900	8,689	28.8%	34,743	(4,157)
52401	Copier Machine	623	713	658	3,837	3,837	-	0.0%	3,837	-
52405	Equipment Maintenance	12,098	13,166	17,355	16,741	28,150	11,409	68.2%	19,252	(8,898)
52410	Vehicle Maintenance	13,432	14,459	16,364	15,000	18,000	3,000	20.0%	18,000	-
52905	Custodial Services	13,420	12,220	12,575	14,305	16,220	1,915	13.4%	16,220	-
53000	Professional Services	25,219	31,611	50,036	34,000	39,680	5,680	16.7%	39,680	-
53400	Communications	10,562	10,491	8,659	15,146	16,590	1,444	9.5%	16,590	-
52000	PURCHASED SERVICES	159,981	161,879	204,154	193,898	239,727	45,829	23.6%	219,446	(20,281)
54200	Office Supplies	2,139	3,478	3,775	3,500	3,500	-	0.0%	3,500	-
54600	Groundskeeping Supplies	1,076	1,927	4,015	3,000	5,000	2,000	66.7%	5,000	-
54900	Prisoner Meals	87	72	112	50	100	50	100.0%	100	-
55805	Ammunition	4,020	8,078	8,512	8,500	8,500	-	0.0%	8,500	-
55806	Cruiser Supplies	3,094	3,268	3,636	4,360	4,360	-	0.0%	4,360	-
55810	Uniform/Clothing/Equipment	9,037	11,020	10,278	9,000	10,000	1,000	11.1%	10,000	-
54000	SUPPLIES & MATERIALS	19,453	27,843	30,328	28,410	31,460	3,050	10.7%	31,460	-
57100	Professional Development	13,885	17,407	15,579	25,000	26,360	1,360	5.4%	26,360	-
57800	Community Outreach	2,274	4,146	6,281	4,000	4,000	-	0.0%	4,000	-
57000	OTHER EXPENSES	16,159	21,553	21,860	29,000	30,360	1,360	4.7%	30,360	-
58500	Purchase of Equipment	1,385	1,010	-	1,435	1,435	-	0.0%	-	(1,435)
58000	CAPITAL OUTLAY	1,385	1,010	-	1,435	1,435	-	0.0%	-	(1,435)
TOTAL	POLICE (01210)	2,931,610	3,080,716	3,256,632	3,577,172	3,658,487	81,315	2.3%	3,586,771	(71,716)

Town of Holliston
FY25 Auxiliary Police – Proposed Budget

Holliston Police Department (01211):

Description of Services

While the POST Commission has many laudable goals for influencing policing in Massachusetts, one unfortunately side effect has been Auxiliary Police Departments cannot continue as previously operated. As the POST Commission guidelines have been phased in, FY2025 represents an assumption that the Town unable to tap the expertise and assistance of the Auxiliary unit.

Budget Recommendations (Filled out by Town Administrator)

Level Services: Budget is no longer necessary as a result of new POST requirements

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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1		Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025
	AUXILIARY POLICE								
52410	Vehicle Repairs	12	0	-	190	-	(190)	-100.0%	-
53000	PURCHASE OF SERVICES	12	0	0	190	-	(190)	-100.0%	-
55800	Other Supplies	12,130	2,141	6,958	9,464	-	(9,464)	-100.0%	-
55810	Uniforms	0	362	-	-	-	-	0.0%	-
54000	SUPPLIES & MATERIALS	12,130	2,503	6,958	9,464	-	(9,464)	-100.0%	-
57100	Professional Development	1,375	1,031	401	6,348	-	(6,348)	-100.0%	-
57000	OTHER EXPENSES	1,375	1,031	401	6,348	-	(6,348)	-100.0%	-
TOTAL	AUXILIARY POLICE (01211)	13,517	3,534	7,359	16,002	-	(16,002)	-100.0%	-

Town of Holliston
FY25 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 24 Department Goals – Progress

1. Recruit, hire, engage and retain fire personnel
Additional 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. Address recommendations of MRI organizational study
Updates of the status of the recommendations are provided to the Select Board. Policies and procedures are being uploaded to online policy platform. Online platform being used for scheduling, incident documentation and pre-planning. App being used to track real-time responses and personnel availability.
4. Allow existing dispatchers to "finish well," as dispatch function transitions to Holbrook RECC mid- fiscal year.
All Fire Department dispatchers stayed through the transition to HRECC at the end of the calendar year; most remain on the department in other functions. One retired, one accepted a job offer from HRECC, and one pursued career opportunities outside public safety and municipal government.

FY 25 Department Goals

1. Recruit, hire, engage and retain fire personnel
2. Succession planning
3. Address recommendations of MRI organizational study

Staffing Levels

As of budget preparation, the Fire Department consists of a full-time Fire Chief, a full-time Assistant Fire Chief / EMS Director, two on-call Deputy Chiefs, five on-call Captains, five on-call Lieutenants, thirty-seven on-call Firefighters, one part-time Inspector, and one full-time Clerk.

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget, optimizing the staffing levels for 24/7 coverage of the Police Station after transition to RECC

New Requests Recommended by the Town Administrator: N/A

New Requests Not Recommended by the Town Administrator: TA recommendation is to scale down request, not to reject request, ultimately the in-service training needs to be prepared for succession planning but the request does not work with the bottom line Town budget

Fire Department	FY2022	FY2023	FY2024	FY2025
Fire Chief*	0.70	0.70	0.70	0.70
Asst. Chief / EMS Coordinator*	-	-	0.50	0.50
Principal Clerk	0.45	0.45	0.45	0.45
Dispatchers**	2.10	2.10	-	-
Fire Inspector	0.45	0.45	0.45	0.45
Deputy Fire Chief (Call)	Variable	Variable	Variable	Variable
Captains (Call) - 5	Variable	Variable	Variable	Variable
Lieutenant (Call) - 5	Variable	Variable	Variable	Variable
Firefighters (Call) - 36	Variable	Variable	Variable	Variable
(01220) Subtotal	3.70	3.70	2.10	2.10

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

**Assistant Chief / EMS Director split with Ambulance (EMS) budget (01231) for full FTE*

***Dispatchers split with Ambulance (EMS) budget (01231) for total of 4.20 FTEs; Holbrook RECC transition 12/28/23*

Town of Holliston
FY25 Fire Department – Proposed Budget

ACCT. NO.	ACCOUNT NAME					Level 1			Level 2	
		Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	FIRE									
51100	Administrative Salaries	96,621	98,553	102,480	105,266	107,898	2,632	2.5%	107,898	-
51101	Lieutenant Salaries	21,941	23,502	22,723	32,414	32,900	486	1.5%	32,900	-
51102	Assistant Fire Chief / EMS Director	0	0	-	51,000	52,507	1,507	3.0%	52,507	-
51103	Captains	31,258	31,349	31,976	35,403	35,934	531	1.5%	35,934	-
51110	First Deputy Chief	14,514	14,813	14,542	25,291	25,670	379	1.5%	25,670	-
51113	Clerical Salaries	-	189,275	6,307	24,490	56,542	32,052	130.9%	56,542	-
51112	Regular Salaries	180,919	1,491	210,618	224,401	227,767	3,366	1.5%	227,767	-
51115	Dispatchers	167,389	174,936	179,172	94,555	-	(94,555)	-100.0%	-	-
51116	Inspector Salaries	-	3,915	9,132	25,365	25,745	380	1.5%	25,745	-
51304	Dispatcher Overtime	10,828	2,435	21,053	6,000	-	(6,000)	-100.0%	-	-
51400	Longevity	6,250	5,250	5,825	6,500	6,500	-	0.0%	6,500	-
51401	Holiday Pay	3,810	4,395	5,954	3,564	-	(3,564)	-100.0%	-	-
51404	Duty Pay	37,128	31,455	34,998	31,680	33,752	2,072	6.5%	33,752	-
51405	Firefighters Hourly Pay	81,052	102,011	126,269	103,541	105,094	1,553	1.5%	105,094	-
51407	Police Details	-	-	-	-	-	-	0.0%	-	-
51903	In-Service Training	65,293	55,770	85,439	73,920	214,368	140,448	190.0%	142,262	(72,106)
51000	PERSONAL SERVICES	717,003	739,150	856,488	843,390	924,678	81,288	9.6%	852,572	(72,106)
52100	Energy & Utilities	19,688	24,119	27,927	24,100	24,727	627	2.6%	24,727	-
52400	Buildings & Grounds Maintenance	8,089	25,647	18,541	20,000	25,000	5,000	25.0%	25,000	-
52410	Vehicle Maintenance	22,398	45,778	40,457	25,000	40,000	15,000	60.0%	40,000	-
52905	Custodial Services	3,600	3,600	4,225	4,800	4,800	-	0.0%	4,800	-
53000	Professional Services	15,317	20,589	28,432	35,000	35,000	-	0.0%	35,000	-
53400	Communications	2,909	3,025	3,062	3,000	5,000	2,000	66.7%	5,000	-
52000	PURCHASED SERVICES	72,001	122,758	122,644	111,900	134,527	22,627	20.2%	134,527	-
54200	Office Supplies	2,503	3,164	2,306	2,000	2,750	750	37.5%	2,750	-
54800	Vehicle Supplies	1,945	257	2,593	4,000	4,000	-	0.0%	4,000	-
54900	Food Supplies	0	195	-	-	500	500	100.0%	500	-
55807	Breathing Air	1,188	468	2,968	5,000	5,000	-	0.0%	5,000	-
55810	Uniforms	476	1,820	4,284	10,000	10,000	-	0.0%	10,000	-
54000	SUPPLIES & MATERIALS	6,112	5,904	12,151	21,000	22,250	1,250	6.0%	22,250	-
57100	Professional Development	1,830	585	5,699	12,245	25,000	12,755	104.2%	15,000	(10,000)
57000	OTHER EXPENSES	1,830	585	5,699	12,245	25,000	12,755	104.2%	15,000	(10,000)
58500	Purchase of Equipment	214	278	4,645	7,500	7,500	-	0.0%	7,500	-
58700	Replacement Equipment	2,180	9,687	26,856	27,500	27,500	-	0.0%	27,500	-
58000	CAPITAL OUTLAY	2,394	9,965	31,501	35,000	35,000	-	0.0%	35,000	-
TOTAL	FIRE (01220)	799,340	878,362	1,028,483	1,023,535	1,141,455	117,920	11.5%	1,059,349	(82,106)

Town of Holliston
FY25 Ambulance Department – 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 24 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. Address recommendations of MRI organizational study
Updates of the status of the recommendations are provided to the Select Board. Assistant Fire Chief / EMS Director was hired to oversee day-to-day operations of the ambulance division. Policies and procedures are being uploaded to online policy platform. Online platform being used for scheduling and incident documentation.
4. Strengthen department's ability to pursue ALS service licensure
Equipment was acquired with Fall Town Meeting appropriation. During annual license renewal inspection, discussion was held with state inspector about the plans to apply for ALS license during FY25.

FY 25 Department Goals

	Ambulance (EMS)	FY2022	FY2023	FY2024	FY2025
1. Recruit, hire, engage and retain EMS personnel	Fire Chief*	0.30	0.30	0.30	0.30
2. Succession planning	Asst. Chief / EMS Coordinator*	-	-	0.50	0.50
3. Address recommendation of MRI organizational study	Dispatchers**	2.10	2.10	-	-
4. Strengthen department's ability to pursue ALS service licensure	Deputy Chief / EMS Supervisor (Call)	Variable	Variable	Variable	Variable
	Ambulance Crew Chiefs (Call) - 12	Variable	Variable	Variable	Variable
	PT and Per Diem EMTs/Paramedics - 24	Variable	Variable	Variable	Variable
	(01231) Subtotal	2.40	2.40	0.80	0.80

Staffing Levels

As of budget preparation, the Fire Department consists of a full-time Fire Chief, a full-time Assistant Fire Chief / EMS Director, and numerous on-call emergency medical technicians (EMTs).

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

**Assistant Chief / EMS Director split with Ambulance (EMS) budget (01231) for full FTE*

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

Budget Recommendations (Filled out by Town Administrator)

Level Services: Budget is no longer necessary as a result of new POST requirements

New Requests Recommended by the Town Administrator: N/A

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

Town of Holliston
FY25 Ambulance Department – Proposed Budget

ACCT. NO.	ACCOUNT NAME					Level 1			Level 2	
		Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	AMBULANCE									
51100	Administrative Salaries	34,479	35,169	35,951	37,565	38,704	1,139	3.0%	38,704	-
51102	Assistant Fire Chief / EMS Director	-	-	-	51,000	52,507	1,507	3.0%	52,507	-
51110	Deputy Chief	5,701	5,824	3,466	-	-	-	0.0%	-	-
51112	Regular Salaries	23,633	23,337	160,109	38,528	46,735	8,207	21.3%	46,735	-
51115	Dispatchers	70,859	74,619	76,788	40,208	-	(40,208)	-100.0%	-	-
51117	EMT/Base Salary	167,292	185,053	25,677	-	-	-	0.0%	-	-
51122	EMT On Site	-	-	288,409	462,397	755,556	293,159	63.4%	755,556	-
51123	EMT Off Site	-	-	43,906	58,589	33,012	(25,577)	-43.7%	33,012	-
51302	Unscheduled Overtime	-	-	-	-	117,936	117,936	100.0%	-	(117,936)
51400	Longevity	1,600	2,000	2,425	3,225	3,225	-	0.0%	3,225	-
51401	Holiday Pay	-	-	-	-	29,238	29,238	100.0%	-	(29,238)
51402	Shift Differential	-	17,831	-	-	-	-	0.0%	-	-
51901	Uniform Allowance	186	-	2,324	1,000	5,000	4,000	400.0%	5,000	-
51903	In-Service Training	-	17,618	15,449	15,840	57,600	41,760	263.6%	42,500	(15,100)
	Specialty Position Stipends					6,000	6,000	100.0%	-	(6,000)
	Extra Duty Stipends					44,000	44,000	100.0%	-	(44,000)
51000	PERSONAL SERVICES	303,750	361,451	654,504	708,352	1,189,513	481,161	67.9%	977,239	(212,274)
52400	Buildings and Grounds	0	1,300	360	-	-	-	0.0%	-	-
52405	Equipment Maintenance	1,658	2,347	-	2,000	3,000	1,000	50.0%	3,000	-
52410	Vehicle Maintenance	4,024	13,063	11,169	10,000	15,000	5,000	50.0%	15,000	-
53000	Professional Services	56,768	70,899	78,683	100,000	100,000	-	0.0%	100,000	-
53016	EMT Certifications	635	8,611	3,259	10,000	10,000	-	0.0%	10,000	-
53017	EMT Training	986	1,541	4,373	35,000	35,000	-	0.0%	35,000	-
53018	CPR/First	0	375	-	2,000	2,000	-	0.0%	2,000	-
53400	Communications	46	146	992	800	2,500	1,700	212.5%	2,500	-
52000	PURCHASED SERVICES	64,117	98,282	98,836	159,800	167,500	7,700	4.8%	167,500	-
54200	Office Supplies	226	494	1,040	600	750	150	25.0%	750	-
54800	Vehicle Supplies	775	940	1,049	1,750	1,750	-	0.0%	1,750	-
55000	Medical Supplies	19,053	15,396	19,539	25,000	27,500	2,500	10.0%	27,500	-
55010	Oxygen	5,284	6,344	7,474	8,000	8,000	-	0.0%	8,000	-
54000	SUPPLIES & MATERIALS	25,338	23,174	29,102	35,350	38,000	2,650	7.5%	38,000	-
57100	Professional Development	1,600	-	-	3,000	4,500	1,500	50.0%	4,500	-
57000	OTHER EXPENSES	1,600	-	-	3,000	4,500	1,500	50.0%	4,500	-
58700	Vehicle Replacement	-	46	-	-	-	-	0.0%	-	-
58760	Communications Equipment	-	-	-	-	-	-	0.0%	-	-
58000	CAPITAL OUTLAY	-	46	-	-	-	-	0.0%	-	-
TOTAL	AMBULANCE (01231)	394,805	482,953	782,442	906,502	1,399,513	493,011	54.4%	1,187,239	(212,274)

Town of Holliston
FY25 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 24 Department Goals – Progress

1. Receive reimbursement for FEMA eligible expenses incurred during CARES period of performance
Application for FEMA reimbursement remains in 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 25 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 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
FY25 Emergency Management – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	EMERGENCY MANAGEMENT									
51100	Administrative Salaries	0	5,000	5,028	10,000	10,000	-	0.0%	10,000	-
51000	PERSONAL SERVICES	0	5,000	5,028	10,000	10,000	-	0.0%	10,000	-
53000	Professional Services	0	-	-	-	-	-	0.0%	-	-
53400	Communications	10,515	11,258	10,858	11,300	11,300	-	0.0%	11,300	-
52000	PURCHASED SERVICES	10,515	11,258	10,858	11,300	11,300	-	0.0%	11,300	-
54200	Office Supplies	61	-	-	61	61	-	0.0%	61	-
55800	Other Supplies	250	-	-	250	250	-	0.0%	250	-
54000	SUPPLIES & MATERIALS	311	-	-	311	311	-	0.0%	311	-
57100	Professional Development	450	195	199	450	450	-	0.0%	200	(250)
57000	OTHER EXPENSES	450	195	199	450	450	-	0.0%	200	(250)
TOTAL	EMERGENCY MANAGEMENT (01291)	11,276	16,453	16,085	22,061	22,061	-	0.0%	21,811	(250)

Town of Holliston
FY25 Building Inspector – 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.

FY24 Departmental Goals – Progress

The Building Department has successfully meet its goal on cutting down the turnaround time on permit applications. We have continued to work on zoning changes with town planner. The town planner and I reviewed and made corrections to the zoning map this year adopted at town meeting this past October. There has been some movement on the GIS front. The town Assessor has contracted the mapping company who owns the building permit software we are using. Still a lot more to be done on this.

FY25 Departmental Goals

	Building Inspector	FY2022	FY2023	FY2024	FY2025	
1. Find sustainable GIS approach for Building Department and land use department.	Building Inspector	1.00	1.00	1.00	1.00	
	Assistant Building Inspector	-	0.66	0.66	0.66	
	Office Manager	1.00	1.00	1.00	1.00	
	Principal Clerk (Floater - Building/BOH)	0.19	0.19	0.19	0.19	
2. Review and make some changes to the zoning by-laws	Wiring Inspector (per event)	-	-	-	-	per event (revolving
	Electrical Inspector (per event)	-	-	-	-	per event (revolving
	(01241) Subtotal	2.19	2.85	2.85	2.85	

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. Changes in FY23-24 included the hiring of a permanent part time assistant building inspector.

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
FY25 Building Inspector – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	BUILDING INSPECTION								-	-
51100	Administrative Salaries	82,900	91,800	94,554	97,580	100,995	3,415	3.5%	100,995	-
51113	Clerical Salaries	47,210	44,535	58,832	66,109	66,906	797	1.2%	66,906	-
51116	Inspector Salaries	0	9,786	23,606	50,000	50,334	334	0.7%	50,334	-
51400	Longevity	100	0	-	-	-	-	0.0%	-	-
51000	PERSONAL SERVICES	130,210	146,121	176,992	213,689	218,235	4,546	2.1%	218,235	-
52410	Vehicle Maintenance	238	568	-	-	-	-	0.0%	-	-
53000	Professional Services	135	855	947	1,000	1,000	-	0.0%	1,000	-
53400	Communications	2,490	2,571	2,913	3,600	3,600	-	0.0%	3,600	-
53406	Computer License	10,000	10,500	10,815	11,400	11,400	-	0.0%	11,400	-
52000	PURCHASED SERVICES	12,863	14,494	14,675	16,000	16,000	-	0.0%	16,000	-
54200	Office Supplies	165	687	673	700	700	-	0.0%	700	-
54000	SUPPLIES & MATERIALS	165	687	673	700	700	-	0.0%	700	-
57100	Professional Development	551	1,542	150	2,500	2,500	-	0.0%	2,500	-
57000	OTHER EXPENSES	551	1,542	150	2,500	2,500	-	0.0%	2,500	-
58500	Purchase of Equipment	500	0	435	500	500	-	0.0%	-	(500)
58000	CAPITAL OUTLAY	500	0	435	500	500	-	0.0%	-	(500)
TOTAL	BUILDING INSPECTION (01241)	144,289	162,844	192,925	233,389	237,935	4,546	1.9%	237,435	(500)

Town of Holliston
FY25 Animal Control Officer – Proposed Budget

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.

FY24 Departmental Goals – Progress

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

FY25 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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	ANIMAL CONTROL OFFICER									
52190	Professional Services	38,000	38,000	38,250	38,000	38,000	-	0.0%	38,000	-
52000	PURCHASED SERVICES	38,000	38,000	38,250	38,000	38,000	-	0.0%	38,000	-
TOTAL	ANIMAL CONTROL OFFICER (01292)	38,000	38,000	38,250	38,000	38,000	-	0.0%	38,000	-

Town of Holliston
FY25 Department of Public Works (DPW) Highway – Departmental Request

DPW Highway (01420):

Description of Services

The Highway division of the DPW budget for Fiscal Year 2025 is being submitted to the Town Administrator at the guideline target of maintaining level services. This FY2023 was the first year with a Grounds Division within our personal services. At the current time, we are fully staffed in the Highway division. Below is a detailed explanation of budget changes from FY2024

Personnel

	DPW - Highway Division	FY2022	FY2023	FY2024	FY2025
• 51100 – DPW Director – 40% of DPW Director; split with Water Enterprise Fund (60%)	DPW Director (split with Water Div.)	0.40	0.40	0.40	0.40
	Deputy DPW Director	1.00	1.00	1.00	1.00
• 51110 – Highway Superintendent – impacted by non-union/ COLA	Office Manager	1.00	1.00	1.00	1.00
	Foreman (Hwy & Grounds)	1.00	2.00	2.00	2.00
• 51112 – Regular Salaries – impacted by Laborer’s CBA	Head Mechanic	1.00	1.00	1.00	1.00
	Crew Chief / Tree Supervisor	3.00	3.00	3.00	3.00
• 51113 – Clerical Salaries – impacted by non-union COLA and step	Heavy Equipment Operator	5.00	5.00	5.00	5.00
	Grounds Supervisor	1.00	1.00	1.00	1.00
• 51118 – Foreman – impacted by Laborer’s CBA	Medium Equipment Operators	-	-	2.00	2.00
• 51200 – Temporary Labor – miscellaneous painting, mowing, etc.	Laborer (Grounds)	-	2.00	-	-
	(01420) Subtotal	13.40	16.40	16.40	16.40
• 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					

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 1st 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.

Budget Recommendation (Filled out by Town Administrator)

Level Service: This is a level service budget. The Town Administrator's Recommended Budget

New Requests Recommended by the Town Administrator: N/A

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

Town of Holliston
FY25 Department of Public Works (DPW) Highway – Departmental Request

ACCT. NO.	ACCOUNT NAME					Level 1			Level 2	
		Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	HIGHWAY & GROUNDS									
51100	DPW Director	43,009	43,966	45,177	45,952	48,263	2,311	5.0%	48,263	-
51110	Highway Superintendent	97,646	106,460	86,000	90,042	95,084	5,042	5.6%	95,084	-
51112	Regular Salaries	442,493	470,622	518,962	578,051	557,854	(20,197)	-3.5%	557,854	-
51113	Clerical Salaries	51,124	58,365	63,104	63,106	52,406	(10,700)	-17.0%	52,406	-
51118	Foreman - Hwy	50,486	72,205	74,904	77,625	81,870	4,245	5.5%	81,870	-
51121	Grounds Division Salaries	0	-	128,763	161,077	181,982	20,905	13.0%	181,982	-
51200	Temporary Labor	0	3,480	3,120	-	-	-	0.0%	-	-
51300	Regular Overtime	11,595	14,179	19,532	18,500	18,500	-	0.0%	18,500	-
51400	Longevity	1,100	1,100	1,050	1,050	2,400	1,350	128.6%	2,400	-
51404	Duty Pay	0	13,199	13,409	13,000	13,000	-	0.0%	13,000	-
51407	Police Details	11,963	7,374	5,976	10,000	10,000	-	0.0%	10,000	-
51000	PERSONAL SERVICES	709,416	790,950	959,997	1,058,403	1,061,359	2,956	0.3%	1,061,359	-
52100	Energy & Utilities	4,295	4,187	4,085	6,885	6,885	-	0.0%	6,885	-
52400	Buildings & Grounds Maintenance	5,340	7,207	6,309	6,924	6,924	-	0.0%	6,924	-
52405	Equipment Maintenance	10,905	24,203	17,917	27,500	27,500	-	0.0%	27,500	-
52411	Fuel System	1,371	11,531	4,153	5,000	5,000	-	0.0%	5,000	-
52425	Daily Maintenance	16,602	23,772	26,681	21,500	21,500	-	0.0%	21,500	-
52430	Drainage Maintenance	9,697	11,696	14,021	14,000	24,000	10,000	71.4%	24,000	-
53000	Professional Services	20,769	53,721	35,752	34,000	54,000	20,000	58.8%	54,000	-
53005	Engineering	8,359	5,200	2,235	8,500	8,500	-	0.0%	8,500	-
53400	Communications	6,201	10,813	7,065	10,000	10,000	-	0.0%	10,000	-
53801	Upbranch	120,347	105,790	119,252	120,000	120,000	-	0.0%	120,000	-
53802	Road Marking	16,250	5,688	3,568	22,175	22,175	-	0.0%	22,175	-
53804	Inspections	2,300	1,060	2,518	2,500	2,500	-	0.0%	2,500	-
52000	PURCHASED SERVICES	222,436	264,868	243,556	278,984	308,984	30,000	10.8%	308,984	-
54200	Office Supplies	450	900	860	1,386	1,386	-	0.0%	1,386	-
54300	Repair & Maintenance Supplies	8,925	10,825	12,573	12,000	22,000	10,000	83.3%	22,000	-
54800	Vehicle Maintenance	42,012	43,764	44,144	46,113	46,113	-	0.0%	46,113	-
55390	Signs	1,340	3,222	7,642	5,000	5,000	-	0.0%	5,000	-
55810	Uniforms	4,900	6,630	7,500	8,750	8,750	-	0.0%	8,750	-
54000	SUPPLIES & MATERIALS	57,627	65,341	72,719	73,249	83,249	10,000	13.7%	83,249	-
57100	Professional Development	375	1,410	3,662	5,000	15,000	10,000	200.0%	15,000	-
57000	OTHER EXPENSES	375	1,410	3,662	5,000	15,000	10,000	200.0%	15,000	-
58601	Road Rehabilitation	302,129	236,209	246,211	300,000	300,000	-	0.0%	200,000	(100,000)
	Grounds Equip Purchase	-	-	-	-	-	-	0.0%	-	-
58000	CAPITAL OUTLAY	302,129	236,209	246,211	300,000	300,000	-	0.0%	200,000	(100,000)
TOTAL	DPW - HIGHWAY & GROUNDS (01420)	1,291,983	1,358,778	1,526,145	1,715,636	1,768,592	52,956	3.1%	1,668,592	(100,000)

Town of Holliston
FY25 Facilities Department – Departmental Request

FACILITIES MANAGEMENT (01422):

Description of Services

The primary expenses within the Facilities budget include:

1. **52100-52113- 52118) Energy & Utilities** - 10% Increase due to new Electric Supply Rate lock
2. **52400 Grounds/Building Maintenance** – Increases in Supply and Service Costs \$4,875 (5%)
3. **52410 Vehicle Maintenance** - Flat FY24 to FY25
4. **52905 Custodial** – Contract rates rising 10% in FY25. Second day cleaning for Town Hall (\$6,400) has previously been funded by ARPA/CARES. This is ending in FY25. \$13,500 rising to \$21,250 (\$1350+\$6400)
5. **53400 Communications** – 1750 Elevator emergency phone previously covered under Parks 21460-53400. (\$625)
6. **53406 Computer License** – Increase \$1,053 (5%) in license fees
7. **54300 Repair & Maintenance Supplies** – Increase in Supply Costs \$225 (10%)
8. **54200 Office Supplies** – Flat FY24 to FY25
9. **54500 Town Hall Supplies** - Has been in my budget since the beginning but has never had any funding associated with it. Used for bottled water at Town Hall. (\$770)
10. **57100 Professional Development** – Flat FY24 to FY25

FY25 Departmental Goals

1. Continue to implement energy conservation and production systems throughout town by installing energy efficient HVAC equipment (as equipment fails) and the installation of solar electrical panels on various buildings. Initial estimates of \$500,000 townwide in electrical savings after ROI.
2. Leverage a townwide (Schools and Town) Facility Management approach to maximize resources.

Staffing Levels There are no anticipated staffing level changes for FY25

Budget Recommendations

Level Services: The Town Administrator is recommending a reclassification of Facilities Manager to Facilities Director with a comp. and class review of the position, an updated Job Description with minimum qualifications, and a pay adjustment. The Facilities Manager has achieved all minimum requirements so this is considered a Level Service request from the Town Administrator's perspective.

New Requests Recommended by the Town Administrator: NA

New Requests Not Recommended by the Town Administrator: NA

Town of Holliston
FY25 Facilities Department – Departmental Request

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	FACILITIES MAINTENANCE									
51100	Administrative Salaries	95,556	97,592	100,529	103,540	107,164	3,624	3.5%	107,164	-
	Reclassification Adj.					10,000			10,000	
51000	PERSONAL SERVICES	95,556	97,592	100,529	103,540	117,164	13,624	13.2%	117,164	-
52100	Energy&Utilities-Town Hall	29,221	34,616	37,230	47,250	51,975	4,725	10.0%	51,975	-
52113	Energy&Utilities-1750 Wash	2,729	2,653	2,763	4,725	5,197	472	10.0%	5,197	-
52118	Energy&Utilities-Golf Course	16,392	15,792	14,499	22,275	-	(22,275)	-100.0%	-	-
52400	Grounds/Building Maintenance	50,733	85,706	101,764	97,500	102,375	4,875	5.0%	102,375	-
52410	Vehicle Maintenance	0	5,491	264	3,100	3,100	-	0.0%	2,100	(1,000)
52905	Custodial Services	15,277	19,251	13,722	13,500	21,250	7,750	57.4%	21,250	-
53400	Communications	1,188	1,103	2,411	2,400	3,025	625	26.0%	3,025	-
53406	Computer License (Dude)	0	3,828	12,000	21,057	22,110	1,053	5.0%	22,110	-
52000	PURCHASED SERVICES	115,540	168,440	184,653	211,807	209,032	(2,775)	-1.3%	208,032	(1,000)
54200	Office Supplies	44	265	393	200	200	-	0.0%	200	-
54300	Repair & Maintenance Supplies	2,232	1,849	3,189	2,250	2,475	225	10.0%	2,475	-
54500	Town Hall Supplies	0	738	770	-	770	770	100.0%	-	(770)
54000	SUPPLIES & MATERIALS	2,276	2,852	4,352	2,450	3,445	995	40.6%	2,675	(770)
57100	Professional Development	2,354	1,377	606	1,500	1,500	-	0.0%	1,500	-
57000	OTHER EXPENSES	2,354	1,377	606	1,500	1,500	-	0.0%	1,500	-
TOTAL	FACILITIES MAINTENANCE (01422)	215,726	270,261	290,140	319,297	331,141	11,844	3.7%	329,371	(1,770)
(history includes previous Public Buildings - 01192)					moved to Pinecrest Revolving					

Town of Holliston
FY25 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.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	SNOW AND ICE REMOVAL									
51112	Regular Salaries	57,082	73,164	27,118	50,000	50,000	-	0.0%	50,000	-
51000	PERSONAL SERVICES	57,082	73,164	27,118	50,000	50,000	-	0.0%	50,000	-
52900	Plowing	147,113	188,229	67,515	100,000	100,000	-	0.0%	100,000	-
52901	Snow Removal	2,463	1,512	868	3,640	3,640	-	0.0%	3,640	-
53400	Communications	0	0	-	375	375	-	100.0%	375	-
53805	Weather	1,320	1,392	1,512	2,200	2,200	-	0.0%	2,200	-
52000	PURCHASED SERVICES	150,896	191,133	69,895	106,215	106,215	-	0.0%	106,215	-
54800	Vehicle Maintenance	42,935	39,017	41,588	8,435	8,435	-	0.0%	8,435	-
54900	Food	1,680	2,230	364	350	350	-	0.0%	350	-
55391	Sand & Salt	143,221	115,491	112,430	85,000	85,000	-	0.0%	85,000	-
55800	Other Supplies	0	0	-	-	-	-	0.0%	-	-
54000	SUPPLIES & MATERIALS	187,836	156,738	154,382	93,785	93,785	-	0.0%	93,785	-
TOTAL	SNOW AND ICE REMOVAL (01423)	395,814	421,035	251,395	250,000	250,000	-	0.0%	250,000	-

Town of Holliston
FY25 Street Lighting – Proposed Budget

STREET LIGHTING (01424):

Description of Services

The primary expenses within the Street Lighting budget include:

1. **52100 Energy & Utilities** - 10% Increase due to new Electric Supply Rate lock (Traffic Lights; School Crossing Lights, etc.)
2. **52130 Electricity** – Expecting a 30% decrease in electrical consumption with the conversion to LED Streetlights
3. **52405 Equipment Maintenance** - Flat FY24 to FY25; Note that new LED Streetlights are covered under 10 year warranty. Keeping the line flat to account for traffic control equipment repair and maintenance.

FY25 Departmental Goals

1. Collect and analyze a full year of data under new street light hardware.

Staffing Levels

The Street Lighting infrastructure required staff time from the Facilities Manager, IT Director and Town Administrator. On an ongoing basis, the Street Lights will be maintained by 3rd party vendors at the direction of Town staff.

Budget Recommendations

Level Services: New Level Service following transition to new attachments.

New Requests Recommended by the Town Administrator: NA

New Requests Not Recommended by the Town Administrator: NA

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	STREET LIGHTING									
52100	Energy & Utilities	6,206	6,499	6,066	7,620	8,382	762	10.0%	8,382	-
52130	Electricity	55,995	64,370	62,032	62,000	43,400	(18,600)	-30.0%	43,400	-
52405	Equipment Maintenance	4,911	5,684	19,068	30,200	30,200	-	0.0%	24,000	(6,200)
TOTAL	STREET LIGHTING (01424)	67,112	76,553	87,166	99,820	81,982	(17,838)	-17.9%	75,782	(6,200)

**Town of Holliston
FY25 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); FY24 was the final year of a five-year contract with the vendor. Market conditions are being 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. If a contract is not signed prior to July 1, 2024, agreements may carry under prior contractual terms with assumed escalators **(\$1,194,448)**
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. Assuming a 40% increase in tipping rate, from \$75/ton in the prior contract to \$105/ton in the contract starting July 1, 2024. **(\$351,060)**
3. **Electronic Collection** – At Recycling Center this service is provided by Complete Recycling Solutions. **(\$8,705)**
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. **(\$5,187)**

FY25 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 Recommendations

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: NA

New Requests Not Recommended by the Town Administrator: NA

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	SOLID WASTE									
52910	Solid Waste	1,274,518	1,234,435	1,321,133	1,474,188	1,549,683	75,495	5.1%	1,549,683	-
52000	PURCHASED SERVICES	1,274,518	1,234,435	1,321,133	1,474,188	1,549,683	75,495	5.1%	1,549,683	-
TOTAL	SOLID WASTE (01433)	1,274,518	1,234,435	1,321,133	1,474,188	1,549,683	75,495	5.1%	1,549,683	-

**Town of Holliston
FY25 Wastewater Treatment – Proposed Budget**

WWTP (01440):Select Board / Town Administrator

Description of Services

The primary expenses within the WWTP budget include:

1. **52100 Energy & Utilities** - 10% Increase due to new Electric Supply Rate lock
2. **53000 Professional Services** – Monitoring firm contractual increase. (Oversight of plant, Equipment Maintenance, Monitoring well reporting, DEP required testing, operational testing and reporting.) Note: new SCADA system will decrease the need for operational testing but not required DEP testing.
3. **53400 Communications** – Added Internet Service for new SCADA System \$1,458
4. **54300 Maintenance** – Two main factors driving the increase in this budget line. 1) New SCADA system has several new probe sensors that require replacement twice a year for \$12,000 each. 2) For the plant to maintain permit compliance a significant increase in methanol, soda ash and sodium bicarbonate is required.

FY25 Departmental Goals

1. Utilize the new SCADA (Supervisory Control and Data Acquisition) system to reduce testing and oversight costs from third party vendors.

Staffing Levels

The primary staff person supporting the management of this facility is the Facilities Manager.

Budget Recommendations

Level Services: Level services budget to a facility that is being updated with SCADA software and other improvements.

New Requests Recommended by the Town Administrator: Capital items moved to Capital Budget.

New Requests Not Recommended by the Town Administrator: Town Administrator recommends capital be moved to Capital Budget.

Town of Holliston
FY25 Wastewater Treatment – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual	Actual	Actual	Budget	Level 1			Level 2	
		Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	WASTEWATER TREATMENT									
52100	Energy & Utilities	15,080	12,578	16,178	20,250	22,275	2,025	10.0%	22,275	-
53000	Professional Services	57,216	82,849	54,859	71,325	78,458	7,133	10.0%	78,458	-
53400	Communications	1,054	653	838	700	2,158	1,458	208.3%	2,158	-
52000	PURCHASED SERVICES	73,350	96,080	71,875	92,275	102,891	10,616	11.5%	102,891	-
54300	Maintenance	11,952	4,773	28,755	14,000	32,000	18,000	128.6%	32,000	-
54000	SUPPLIES & MAINTENANCE	11,952	4,773	28,755	14,000	32,000	18,000	128.6%	32,000	-
58500	Purchase of Equipment	0	0	0	0	24,000	24,000	100.0%	0	-
58000	CAPITAL OUTLAY	0	0	0	0	24,000	24,000	100.0%	0	-
TOTAL	WASTEWATER TREATMENT (01440)	85,302	100,853	100,630	106,275	158,891	52,616	49.5%	134,891	-

Town of Holliston
FY25 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; monitoring gas prices and FY2024 usage through February-March 2024

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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	OTHER PUBLIC WORKS									
55392	Motor Vehicle Fuels	80,181	109,299	140,321	176,500	176,500	-	0.0%	165,000	(11,500)
TOTAL	MOTOR VEHICLE FUELS (01499)	80,181	109,299	140,321	176,500	176,500	-	0.0%	165,000	(11,500)

Town of Holliston
FY25 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 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.

The Health Department conducted many perc/test soil evaluations, with septic design plans submitted for many failed systems as well as new built homes. The department reviewed and processed many repair applications, Form A permits, septic system applications and well permits.

All tobacco retailers licensed during the year were inspected again this year with regional support from the Metrowest Tobacco Control District that was formed in FY22. Tobacco enforcement and education was conducted in FY24, with continuation scheduled for FY25.

The Health Department joined together with The Metrowest Pharmacy out of Framingham and held a Flu and COVID clinic at the Elementary School in Holliston in October 2023. The clinic vaccinated approximately 100 residents.

Holliston Health Department has dispersed a total of 197 cases of Covid-19 test kits since the beginning of the pandemic. Thanks to all town personnel who assisted with unloading and dispensing throughout the town.

FY24 Departmental Goals

1. Continue to meet mandates as pandemic ended.
2. Goal of new and existing staff training.
3. New State Title 5 Regulations and Revised Housing Code finalization.
4. New Goals to be set by the Board of Health

Staffing Levels

The Board of Health is comprised of three elected members: Jay Leary, chairperson, Peter Liffiton, vice-chairperson and Josh Mann. The Board of Health regularly meets on the second and fourth Tuesday evenings via teleconferences.

In FY24, the Health Department the staff personnel includes Health Agent/Director Scott Moles, R.S., and clerks Kristin Abraham and Ann Adams who retired in January 2024 after working for the department for over 16 years. The Board of Health receives part-time services from septic inspector Paul Saulnier, P.E. and food service inspector Leonard Izzo, R.S., CHO.

Community Communicable Disease and Covid-19 Contact Tracing Nursing is done with Salmon VNA, with Ann Labonte our local contact. Holliston Transfer Station quarterly inspection is done by Brian Moran, of Stantec. Stantec services are funded by Covanta.

Budget Request

The Health Department is requesting an increase in Inspector Salaries. The increase is to accommodate the Food Inspector, Leonard Izzo. He has increased his inspection rate for FY25. Another reason for the increase is WSK Inc., the new rentable Residential Kitchen in town has opened and many new people will be utilizing the residential kitchen. We have noticed many new people applying for food permits with a notation of utilizing WSK Inc., as their kitchen. We are assuming that will cause an increase in inspections. Factoring in the rate adjustment and the increase in demand we are requesting an additional \$750 for Inspector Salaries for FY25. At \$55 per inspection this rate is below other communities.

Another area we are requesting more funds is our Visiting Nurse line item. In FY24 there was a Tuberculosis case which made the Health Department go over budget for the Visiting Nurse line item. Although Tuberculosis is rare in Holliston we would request more for FY25 just in case there is another Tuberculosis case with new immigrant families in our community.

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
FY25 Board of Health – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	BOARD OF HEALTH									
51100	Administrative Salaries	88,041	89,802	91,598	92,972	94,367	1,395	1.5%	94,367	-
51113	Clerical Salaries	52,647	64,962	64,805	67,919	65,151	(2,768)	-4.1%	65,151	-
51116	Inspector Salaries	3,500	4,280	4,230	4,000	4,750	750	18.8%	4,750	-
51210	Part Time Salaries	6,538	0	-	-	-	-	0.0%	-	-
51400	Longevity	300	300	150	200	100	(100)	-50.0%	100	-
51000	PERSONAL SERVICES	151,026	159,344	160,783	165,091	164,368	(723)	-0.4%	164,368	-
52908	HazMat Collection/Disposal	518	989	780	600	800	200	33.3%	800	-
53000	Professional Services	1,255	2,299	1,494	2,200	2,200	-	0.0%	2,200	-
53007	Visiting Nurse	2,144	1,239	1,876	2,000	3,000	1,000	50.0%	3,000	-
53400	Communications	2,545	2,049	1,777	2,400	2,400	-	0.0%	2,400	-
52000	PURCHASED SERVICES	6,462	6,576	5,927	7,200	8,400	1,200	16.7%	8,400	-
54200	Office Supplies	635	529	622	650	650	-	0.0%	650	-
54000	SUPPLIES & MATERIALS	635	529	622	650	650	-	0.0%	650	-
57100	Professional Development	150	300	351	600	600	-	0.0%	600	-
57000	OTHER EXPENSES	150	300	351	600	600	-	0.0%	600	-
TOTAL	BOARD OF HEALTH (01512)	158,273	166,749	167,683	173,541	174,018	477	0.3%	174,018	-

**Town of Holliston
FY25 Council on Aging– Proposed Budget**

HOLLISTON SENIOR CENTER (01541): Council on Aging/Director, Holliston

Summary and Description of Services Provided:

FY24 – Departmental Goals –Progress

FY24 was a blend of contrasts between familiarity and change.

On the side of familiarity we saw a return to “near-normal”, pre-Covid protocols at the Holliston Senior Center. However, despite general optimism, the re-emergence of the various strains of the virus created on-going challenges and the need to shift protocols at any time. Signs of the “new normal” could be seen everywhere, for example; while the number of attendees at exercise classes returned to pre-pandemic levels, the wider spacing between participants, persisted. Likewise, a sense of hyper-vigilance kept those who experienced mild cold symptoms or were exposed to someone who tested positive, at home, in consideration of others.

On the side of change... the COA and Senior Center Director redefined the mission and vision of the center to be more in keeping with current frameworks while beginning to examine the branding and perception of the center and how it serves Holliston’s older adult population in the present and going forward.

Mission Statement

The Holliston COA/Senior Center advocates for older adults and cultivates independence, enrichment and well-being through its programs and services.

Vision Statement

We envision a community actively engaged in respecting and integrating older adults into the fabric of Holliston life.

The CoA and staff also formed an advisory sub-committee to look at the Programs and Services offered at the center. The committee evaluated what was currently being offered and what older residents were looking for based on data and input from the UMass-Boston/Holliston Senior Center Survey. They approached the task using a metric that incorporated a view toward; “Creativity, Curiosity, Preparedness, Social Interaction and Wellness”.

Though the COVID 19 virus did not disappear off of our list of concerns completely, overall day-to-day functioning at the center throughout the year more strongly resembled pre-pandemic activity than the preceding couple of years. The new-normal that emerged did take from the experience a few modifications that benefitted center operations; more online training and technical skill development, an expansion into hybrid and online offerings and a greater vigilance about issues of personal and community safety. 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 FY24 the Senior Center provided in-person, in-center interactions on over 4355 individual occasions. Reasons for coming to the center included a wide array of; social, educational, nutritional, professional services and recreational events. Examples include but are not limited to:

Opportunities to connect with other community partners (library, school, police, select board, veteran's services)

Health: lectures, medical equipment, hearing aid assistance, podiatry and blood pressure checks)

Exercise: Tai-Chi, Pilates, Zumba, Yoga, Energy Focus Movement)

Entertainment, trips and holiday events – Large, special-meal holiday events (approximately eight times a year), weekly big band and dancing, karaoke, and other musical events, pool league, weekly games group and outdoor games, Essex Ct Rail and Steamboat Trip, games group, art and craft events, lunch and a movie, etc.

Access to professional services - SHINE, legal advice and lectures, AARP tax preparation.

Educational programming, lectures, interest groups (Three Simple Secrets to Greater Contentment, crafts, book groups, photography, art, dancing) technical skills training, gardening group.

We continue to seek and encourage appropriate skill and development training for all staff through the training portal provided by the Town, and through opportunities to attend meetings, classes, safety skills courses, etc. – that are relevant to their role.

We are highly motivated to continue and expand upon community partnerships within and outside of town departments. These partnerships and collaborations benefit not only the members of the center but those we connect with, too. We are committed to breaking down age-related stereotypes for the benefit of all. Some partnerships and collaborations with the community focused on getting to know and assist each other across the generations; through mutual volunteering, technical training, gardening projects, etc.

While we worked to hire a strong team of dedicated and talented staff who align with the center's mission and values along with the Town's vision for Holliston's older residents, our focus was also drawn to maintaining day-to day operations, programming and services. These offerings were aided by grant funding and related programs, such as:

MA Development Corporation – Taxi Grant (\$21,500), on-going. Allows us to augment our existing transportation services to areas outside of our regular transportation routes and assist with times of high demand, and is particularly useful in accessing medical facilities in Boston and Worcester (that our regular transportation service does not travel to).

This year's state Formula Grant was calculated using the 2020 census figures and which resulted in an additional \$15,444, over the previous years' \$31,032. This funding supports meals, newsletter printing, MCOA dues, volunteer recognition and numerous other essential COA functions.

Our Senior Support Foundation continues to be a great support to all of the center's programing costs, occasional meals, equipment, emergency financial assistance and other expenses.

We also receive additional, in-kind and monetary donations in the \$4-7,000 range that contribute to our program, gift and nutrition funds.

The MWRTA funds provide approximately \$40,000 for our transportation service.

FY25 Departmental Goals

Based on our previous year's budget (FY24) and our calculations and projections for FY25 we are requesting an overall increase of 7.2%.

51000 Personal Services:

The primary expense of the Holliston Senior Center is personal services, representing an average of 78.34% of the budget from FY21 through FY25. For FY25 – personal payroll will account for 78.68% of the total year's budget.

51100 Administrative Salary

The administrative salary for the Director will be increased by 1.5%

51110 Administrative Assistant Salaries

We hired a new Assistant Director and a new Outreach and Transportation Coordinator who both came in at a higher rate than previous staff in those positions.

52000 Purchased Services

52100 Energy and Utilities

Consulted with Facilities manager – and he did not foresee a need to increase this line item.

52400 Building and Grounds Maintenance

Buildings and Grounds increase of \$1000, based on cost increases, observed by facilities. We are looking forward to hearing the recommendations of the Architectural survey which was approved at the Fall 2023 Town Meeting as a part of the on-going mission to update and improve the facility to meet current and future needs. In coordination with the Facilities Department we will continue ongoing work to maintain, improve and upgrade building systems as needed.

Coming Fiscal Year FY25 – Goals that will be achieved with the departmental budget request. With approval of FY25 budget what can the Town expect to see from your department?

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.

Provide Education and Professional Development for staff.

Look for additional ways to expand capacity by attempting to find creative solutions to the challenge of having a small staff. Example: tax abatement program, interns, and co-op students.

Keep a vigilant eye toward future grant possibilities to help expand service and program opportunities.

Personnel Levels for the past two (2) fiscal years FY23 and FY24) with the staffing request FY25.	Council on Aging (Senior Center)	FY2022	FY2023	FY2024	FY2025
Director (FT) – FY 23, 24, 25	Senior Center Director	1.00	1.00	1.00	1.00
Assistant Director (FT) - FY 23, 24, 25	Assistant Director	1.00	1.00	1.00	1.00
Outreach Coordinator (FT) FY 23, 24, 25	Outreach Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant (PT) FY 23, 24, 25	Van Driver (Perm. PT) / Admin. Asst.*	1.00	1.00	1.00	1.00
Van Driver/s (1x PT at 19/wk.) FY 23, 24, 25	Van Driver (Permanent PT)	0.48	0.48	0.48	0.48
Van Driver/s (3x variable PT up to 19hrs/wk.) FY 23, 24, 25	Van Driver (Multiple PT)	variable	variable	variable	variable
	(01541) Subtotal	4.48	4.48	4.48	4.48
	<i>*Change to split of General Fund / Revolving Fund for this position impacts FY24-25</i>				

The Senior Center has been challenged in the last year by changes in the staff. Each of the center's four, office staff members, play crucial and meaningful roles which help us to serve the older adults of Holliston, along with the contributions of our drivers and dedicated volunteer corps, which includes our; Council on Aging and Senior Support

Volunteers, receptionists, lunch volunteers and others. With our core team in place, we are excited to create personal development plans to enhance the skills of each member while we look ahead at putting together a robust, learning, recreational and organizational structure– that offers excellent programs and service offerings for Holliston's older adult community.

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget to personnel adjustments made in FY2024 that are being annualized, specifically in relation to administrative hours; other adjustments are required to accommodate the personnel expenses

New Requests Recommended by the Town Administrator: N/A

New Requests Not Recommended by the Town Administrator: New Buildings & Grounds costs cannot be accommodated due to increasing energy costs

**Town of Holliston
FY25 Council on Aging– Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	COUNCIL ON AGING									
51100	Administrative Salaries	75,027	69,078	71,191	75,107	80,364	5,257	7.0%	80,364	-
51110	Administrative Assistant	99,289	101,929	82,766	115,283	118,080	2,797	2.4%	118,080	-
51112	Regular Salaries	4,819	8,390	3,958	9,484	9,626	142	1.5%	4,000	(5,626)
51113	Clerical Salaries	178	27,030	24,692	23,272	36,423	13,151	56.5%	36,423	-
51400	Longevity	150	100	-	-	-	-		-	-
51000	PERSONAL SERVICES	179,463	206,527	182,607	223,146	244,493	21,348	9.6%	238,867	(5,626)
52100	Energy & Utilities	11,714	13,360	16,537	20,925	20,925	-	0.0%	21,971	1,046
52400	Building & Grounds Maintenance	18,764	3,644	5,180	5,000	10,000	5,000	100.0%	7,500	(2,500)
53000	Professional Services	10,744	11,192	12,920	13,640	13,640	-	0.0%	13,640	-
53400	Communications	10,223	9,488	12,965	11,900	13,467	1,567	13.2%	13,000	(467)
52000	PURCHASED SERVICES	51,445	37,684	47,602	51,465	58,032	6,567	12.8%	56,111	(1,921)
54200	Office Supplies	3,953	6,336	6,791	7,250	7,613	363	5.0%	7,250	(363)
54800	Vehicle Supplies	1,051	122	1,214	2,000	2,000	-	0.0%	2,000	-
54000	SUPPLIES & MATERIALS	5,004	6,458	8,005	9,250	9,613	363	3.9%	9,250	(363)
57100	Professional Development	145	1,071	472	1,200	1,500	300	25.0%	1,500	-
57000	OTHER EXPENSES	145	1,071	472	1,200	1,500	300	25.0%	1,500	-
TOTAL	COUNCIL ON AGING (01541)	236,057	251,740	238,686	285,061	313,638	28,578	10.0%	305,728	(7,910)

**Town of Holliston
FY25 Youth & Family Services– Proposed Budget**

YOUTH AND FAMILY SERVICES (01542):

Description of Services

51000 Personnel Services- Personnel costs constitute a significant portion of our operating budget, amounting to \$188,508, representing approximately 91% of the overall budget. These costs cover salaries, longevity stipends, and associated expenses for our dedicated team, whose contributions are integral to the success of Holliston Youth and Family Services.

Several key adjustments have been proposed, as outlined in the [linked document](#). The allocation for the 19.5-hour-per-week non benefited position, budgeted at approximately ~\$29,988 from ARPA to our operating costs, reflects our commitment to increasing staffing levels at the department.

52000 Purchased Services- Operational costs, distinct from personnel expenditures, total \$15,420. These expenses cover essential operational needs such as our Electronic Medical Record subscription, contractual items, phone utilities, and other expenses critical for our day-to-day operations.

A budgetary provision of \$500.00 has been earmarked for interpretation services, ensuring we can meet the diverse needs in the community.

54000 Supplies & Materials- The allocation of \$1,500 in this category encompasses essential items such as office supplies, paper, and therapeutic materials. These resources are vital for sustaining our day-to-day operations, facilitating networking efforts, supporting marketing initiatives, and enhancing our visibility within the community. This budget ensures that we have the necessary tools and materials to effectively carry out our mission and strengthen our connections with the community we serve.

57000 Other Expenses- The \$2,500 allocation in this category is designated for Continuing Education Units (CEUs) for Licensed Independent Clinical Social Workers (LICSWs), Licensed Mental Health Counselors (LMHCs), and bachelor's level staff. Licensed clinicians are mandated to maintain active licensure status, necessitating ongoing CEUs and training. This budgetary provision underscores our commitment to ensuring that our professional staff stays abreast of the latest advancements, thereby upholding the highest standards of service delivery and professional competence within Holliston Youth and Family Services.

FY24 Progress Towards Department Goals & Initiatives- This year marked a period of positive transformations and advancements for Holliston Youth and Family Services.

Key Initiatives

1. The introduction of new logos, mission, and vision statements has enhanced our program and strengthened our dedication to the community and the amazing residents we serve.
2. The launch of the Drug Free Community Grant (DFC) and the incorporation of the Program Assistant/Service Navigator role have played pivotal roles in improving our operational efficiency and responsiveness. These changes have allowed us to focus more time addressing the clinical needs of our community, a deeply significant aspect of our work.

3. We have new therapeutic space at 1750 Washington. Notably, the establishment of a sensory room. This is our commitment to becoming more neuro affirming, offering services to children and families with diverse developmental needs, and ensuring our space continues to meet the clinical needs of the community.
4. Another significant improvement has been the development of a collaborative partnership with local mental health providers, forming the [Holliston Mental Health Collaborative](#). This collaborative effort brings more resources into Holliston and helps residents access better services in the MetroWest community.
5. Throughout the year, we have actively engaged with the community by offering a variety of groups and workshops tailored for both adults and youth. These initiatives aim to foster a supportive environment and provide valuable resources for personal and community well-being.

The positive outcomes from these initiatives have strengthened our overall impact and value to the community.

FY25 Department Goals- Looking ahead, our department is looking forward to concentrating on key areas that require strategic attention. This includes establishing a stronger presence within the Town's strategic plan, implementing Diversity, Equity, and Inclusion (DEI) frameworks to cater to the diverse needs of all residents, and maintaining a balanced approach to meet community needs without overextending our limited resources.

Budget Recommendation (Filled out by Town Administrator)

Level Services: The position that appears “new” in FY2025 is a position that was funded previously by ARPA; the Town Administrator recommended budget assumes using Opioid Settlement Stabilization funds to offset the cost entirely in FY2025. If these funds are not approved, the position cannot fit in the FY2025 budget.

New Requests Recommended by the Town Administrator: N/A

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

Town of Holliston
FY25 Youth & Family Services– Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	YOUTH SERVICES									
51100	Administrative Salaries	77,917	79,057	82,177	85,300	90,205	4,905	5.8%	90,205	-
51110	Administrative Assistant	62,794	63,308	66,282	68,973	71,890	2,917	4.2%	71,890	-
	Administrative Assistant - PT	0	0	-	-	29,988	29,988	100.0%	29,988	-
51210	Temp Salaries	0	5,521	-	-	-	-	0.0%	-	-
51400	Longevity	0	0	-	50	50	-	0.0%	50	-
51000	PERSONAL SERVICES	140,711	147,886	148,459	154,323	192,133	37,810	24.5%	192,133	-
53000	Professional Services	12,984	10,267	12,217	12,420	12,920	500	4.0%	12,920	-
53400	Communications	1,810	1,459	2,479	2,900	2,500	(400)	-13.8%	2,500	-
52000	PURCHASED SERVICES	14,794	11,726	14,696	15,320	15,420	100	0.7%	15,420	-
54200	Office Supplies	908	632	2,357	1,350	1,500	150	11.1%	1,500	-
54000	SUPPLIES & MATERIALS	908	632	2,357	1,350	1,500	150	11.1%	1,500	-
57100	Professional Development	2,402	625	345	2,500	2,500	-	0.0%	2,500	-
57000	OTHER EXPENSES	2,402	625	345	2,500	2,500	-	0.0%	2,500	-
TOTAL	YOUTH SERVICES (01542)	158,815	160,869	165,857	173,493	211,553	38,060	21.9%	211,553	-

offset in "Other Revenue" by Opioid Settlement funds

Town of Holliston
FY25 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 Cemetery 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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	VETERANS' SERVICES									
55800	Other Supplies	1,438	1,815	1,166	2,185	2,185	-	0.0%	2,185	-
54000	SUPPLIES & MATERIALS	1,438	1,815	1,166	2,185	2,185	-	0.0%	2,185	-
56943	MetroWest Veterans District	41,239	42,983	42,639	45,022	47,998	2,976	6.6%	47,998	-
56000	INTERGOVERNMENTAL	41,239	42,983	42,639	45,022	47,998	2,976	6.6%	47,998	-
57700	Benefits	46,296	46,250	43,835	50,000	50,000	-	0.0%	50,000	-
57000	OTHER EXPENSES	46,296	46,250	43,835	50,000	50,000	-	0.0%	50,000	-
TOTAL	VETERANS' SERVICES (01543)	88,973	91,048	87,640	97,207	100,183	2,976	3.1%	100,183	-

**Town of Holliston
FY25 Library – Proposed Budget**

LIBRARY (01610): Library Trustees

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): Increased \$2225.23 (2.5%) based on town admin recommendation and cost of living.
- **51110** – Assistant Director (37.5 hours): increased \$2281 (3.21% increase) to reflect step and cost of living increases.
- **51111** – Children’s Librarian (37.5 hours): decreased \$3737 (5.89% decrease) to reflect step reduction for new employee. See Staffing Section
- **51112** – Circulation Supervisor (37.5 hours): decreased \$6692 (10.36% decrease) due to step decrease for new employee. See Staffing Section
- **51119** – Cataloger (25 hours): increased \$22 (.06% increase). Small increase due to a small adjustment in overall hours per year and step increases balancing each other out.
- **51120** – Library Technicians: This line item includes 8 part time staff averaging approximately 12 hours a person. We are requesting an increase of \$15295. This reflects \$7320 for step and COLA, and \$ 7975 to expand our access to on call substitutes and continue FY24’s expanded hours and coverage. See Staffing Section
- **52100**—Energy & Utilities: Increased \$ 2420 (9.8% increase) at the recommendation of James Keast to reflect new energy rates.
- **52400**—Grounds & Building Maintenance: Level funded at the recommendation of James Keast. Includes miscellaneous repairs and elevator maintenance, and HVAC contracts.
- **52905**—Custodial: Level funded.
- **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.
- **57100**-Professional Development: I am asking for an increase to \$500 from \$0 dollars to provide access to additional training opportunities and supplies for staff. See Staffing Section below.
- **53400**—Communications: Level Funded. The calculation for this year’s Minuteman Network Membership favored us and did not result in an increased fee.
- **54200**—Office supplies: requesting an increase of \$100 (3.33% increase) to keep up with rising materials costs. 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)

FY24 Departmental Goals – Progress

- LSTA Grant letter of intent for a Young Adult Services grant geared towards collection expansion has been submitted for the upcoming fiscal year.
- We slightly increased our hours this year due to increased staff availability.
- Increased desk staffing has provided us with resources to expand access to instruction services in the building and elsewhere.
- We have altered our purchasing plan to increase access to specifically requested books drastically reducing wait times for physical and digital copies of popular titles.
- We changed the setup of our collection to provide an additional reserve-able study room open to the public during business hours.

FY25 Departmental Goals

1. Execute the Young Adult LSTA grant to expand access to electronics and craft collections.
2. Investigate the possibility for increased evening hours.
3. Expand our adult programing by increasing access to adult services.
4. Utilize the information in our Building Program to make better use of our existing space to meet identified patron needs and increase building accessibility for all.
5. Increase access to training opportunities and collaboration for staff.
6. Continue to pursue options for additional space within the building or at an alternative location.

Staffing

Significant turn over this year both planned and unplanned has provided us with a small staffing budget surplus that we have put to use in three ways. First we consolidated some part time positions into a smaller number of positions with more hours providing better overall coverage. Second, we promoted some long time volunteers to on call substitutes providing greatly increased flexibility and allowing us to meet our minimum staffing goals by adding an additional service person on Saturdays. Finally this allowed us to slightly increase our overall hours by opening earlier in the mornings six days a week.

Library	FY2022	FY2023	FY2024	FY2025
Library Director	1.00	1.00	1.00	1.00
Assistant Library Director	1.00	1.00	1.00	1.00
Cataloger	0.48	0.48	0.60	0.60
Children's Librarian	1.00	1.00	1.00	1.00
Head of Circulation	0.63	0.63	1.00	1.00
Library Technicians (10)*	variable	variable	variable	variable
Library Page(s)	variable	variable	variable	variable
(01610) Subtotal	4.11	4.11	4.60	4.60

**Ten (10) Library Technicians work a total of 98-102 hrs/wk on average*

Our only significant request this year in terms of staffing is a modest addition to the Library Technicians 51112 line of \$7975 over level to continue some of the service enhancements we made in FY24. The majority of this increase is offset directly by decreases in other staffing lines due to step decreases from staff turnover, keeping our overall request well within the 2.5% limit set by town hall.

Operations

I have requested a small increase in our Professional Development line item 57100 of \$500 to provide access to some additional training materials for new and long time staff. In previous budgets this line item had been reduced to 0, but I think the need for resources with a newer staff deserves some consideration, and with Covid restrictions final lifted conferences and off site training opportunities are available for consideration and would be a great help in keeping our services current.

Budget Recommendations (Filled out by Town Administrator)

Level Services: Level service budget request

New Requests Recommended by the Town Administrator: NA

New Requests Not Recommended by the Town Administrator: NA

**Town of Holliston
FY25 Library – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	LIBRARY									
51100	Administrative Salaries	88,125	92,526	85,341	89,009	91,234	2,225	2.5%	91,234	-
51110	Administrative Assistant	63,071	64,480	67,726	71,090	73,371	2,281	3.2%	73,371	-
51111	Children's Librarian	52,487	58,936	60,834	63,440	59,703	(3,737)	-5.9%	59,703	-
51112	Regular Salaries	85,870	82,502	89,232	110,515	125,810	15,295	13.8%	125,810	-
51119	Cataloger	21,536	24,343	25,202	36,347	36,369	22	0.1%	36,369	-
51120	Head of Circulation	38,995	39,743	41,600	64,618	57,926	(6,692)	-10.4%	57,926	-
51400	Longevity	1,250	1,450	1,450	1,450	1,150	(300)	-20.7%	1,150	-
51000	PERSONAL SERVICES	351,334	363,980	371,385	436,469	445,563	9,094	2.1%	445,563	-
52100	Energy & Utilities	18,815	20,901	22,702	24,700	27,120	2,420	9.8%	27,120	-
52400	Buildings & Grounds Maintenance	11,604	5,911	13,155	11,600	11,600	-	0.0%	11,600	-
52905	Custodial	14,507	16,658	18,345	17,000	17,000	-	0.0%	17,000	-
53000	Professional Services	1,249	2,018	1,898	2,400	2,400	-	0.0%	2,400	-
53400	Communications	31,968	31,699	34,027	35,600	35,600	-	0.0%	35,600	-
52000	PURCHASED SERVICES	78,143	77,187	90,127	91,300	93,720	2,420	2.7%	93,720	-
54200	Office Supplies	2,242	2,887	3,725	3,000	3,100	100	3.3%	3,100	-
55800	Other Supplies	0	37	-	-	-	-	0.0%	-	-
55808	Books & Periodicals	82,482	85,579	85,541	94,000	96,000	2,000	2.1%	96,000	-
54000	SUPPLIES & MATERIALS	84,724	88,503	89,266	97,000	99,100	2,100	2.2%	99,100	-
57100	Professional Development	-	-	-	-	500	-	0.0%	500	-
57000	OTHER EXPENSES	-	-	-	-	500	-	0.0%	500	-
TOTAL	LIBRARY (01610)	514,201	529,670	550,778	624,769	638,883	14,114	2.3%	638,883	-

**Town of Holliston
FY25 Parks & Recreation – Proposed Budget**

Parks and Recreation (Dept 01650): Holliston Parks Commission

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 and five additional hours/week for our Assistant Director there are no additional staffing hours or other increases requested.

The additional hours are required for increasing programming demands as well as demands for additional space and management of rentals including the Blair Square space. Our Assistant Director is putting in significant time on weekends and evenings, especially in the summer and we can no longer meet our service level with her at 35 hours.

FY24 Departmental Goals – Progress

The Parks Department once again 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 has received multiple community awards for its quality and we continue to receive excellent feedback from our registrants and attendees. We were able to implement a full service swim instruction program back into our offerings for the first time since COVID.

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

Parks and Recreation is in the process of implementing the facility improvements laid out in our master planning process including the Goodwill Park improvement project, the high school backstop project, and an upcoming project to develop the space at the old Flagg School. We are working closely with the new grounds department to help make sure we continue our excellent progress toward a higher service level.

FY25 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 camp space by implementing new activities at camp including boating

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
5. Complete projects at both Goodwill Park and the Holliston High School Baseball Field, identify funding for Flagg School Project space, complete feasibility studies for 260 Woodland st and potentially the Mayflower Path parcel.

Budget Recommendations (Filled out by Town Administrator)

Level Services: Request includes changing the accrual for the Assistant Director from 35 hours per week to 40 hours per week.

New Requests Recommended by the Town Administrator: Town Administrator recommends the proposed change to the Assistant Director's accruals, provided the Recreation Revolving Fund can offset the cost above normal COLA and step through a General Fund contribution (similar to annual contribution from Pinecrest Revolving to the General Fund). This contribution, to accomplish the requested accrual change, should be a minimum of \$8,000 in FY2025 and be tied to revenue related to Blair Square rentals and 1750 Washington Street rentals for Parks programming in a Town-owned facility.

New Requests Not Recommended by the Town Administrator: NA

Town of Holliston
FY25 Parks & Recreation – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	PARKS & RECREATION									
51100	Administrative Salaries	67,792	68,900	67,878	84,064	87,006	2,942	3.5%	87,006	-
51110	Administrative Assistant	44,606	48,802	52,553	54,381	66,252	11,871	21.8%	66,252	-
51210	Part Time Salaries	13,595	14,423	14,762	15,453	15,934	481	3.1%	15,934	-
51400	Longevity	-	-	-	50	50	-	0.0%	50	-
51000	PERSONAL SERVICES	125,993	132,125	135,193	153,948	169,242	15,294	9.9%	169,242	-
52400	Buildings & Grounds Maintenance	-	9,755	-	-	-	-	0.0%	-	-
52000	PURCHASED SERVICES	-	9,755	-	-	-	-	0.0%	-	-
TOTAL	PARKS & RECREATION (01650)	125,993	141,880	135,193	153,948	169,242	15,294	9.9%	169,242	-

Re-Voted on 2/20 - additional hours requested (35 hr/wk to 40.0); offset in Local Receipts (P&R Revolving Contrib.: \$8,000)

**Town of Holliston
FY25 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 2025 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.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	RAIL TRAIL									
52400	Buildings & Grounds Maintenance	1,000	293	3,542	5,000	5,000	-	0.0%	5,000	-
52000	PURCHASED SERVICES	1,000	293	3,542	5,000	5,000	-	0.0%	5,000	-
TOTAL	RAIL TRAIL (01660)	1,000	293	3,542	5,000	5,000	-	0.0%	5,000	-

Town of Holliston
FY25 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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	MEMORIAL DAY									
55800	Memorial Day	2,000	2,000	2,300	2,500	2,500	-	0.0%	2,500	-
TOTAL	CELEBRATIONS (01692)	2,000	2,000	2,300	2,500	2,500	-	0.0%	2,500	-

Town of Holliston
FY25 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.**

FY25 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, FY23-to-FY24 and now FY24-to-FY25, has not created any additional budget flexibility because the remaining debt is entirely "excluded." The impact can be felt in tax bills themselves, but does not assist with balancing the budget.

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.

New General Fund borrowing authorizations are currently considered "Authorized and Unissued" for a variety of capital needs reflected in the 5-Year Capital Plan, including infrastructure improvements to roadways and sidewalks (Norfolk Street, Central Street, and Goulding Street), and a new combined facility for the Department of Public Works (feasibility phase complete, design/engineering underway). Viewing the debt modeling for the Town, the other major borrowing authorization expected to be sought by Town Meeting and ballot question will be a Feasibility Study for a new High School (currently in Statement of Interest phase with MSBA for the 6th year).

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	DEBT SERVICE									
53005	Professional Services	2,000	2,000	2,000	4,000	4,000	-	0.0%	4,000	-
52000	PURCHASED SERVICES	2,000	2,000	2,000	4,000	4,000	-	0.0%	4,000	-
59100	Principal Long Term Debt	2,680,000	2,200,000	530,000	300,000	300,000	-	0.0%	300,000	-
59150	Interest Long Term Debt	330,553	198,638	91,073	73,650	58,650	(15,000)	-20.4%	58,650	-
59250	Interest Short Term Debt	0	0	-	-	-	-	0.0%	-	-
59300	General Interest	0	0	-	-	-	-	0.0%	-	-
57600	DEBT SERVICE	3,010,553	2,398,638	621,073	373,650	358,650	(15,000)	-4.0%	358,650	-
TOTAL	DEBT SERVICE (01710)	3,012,553	2,400,638	623,073	377,650	362,650	(15,000)	-4.0%	362,650	-

Town of Holliston
FY25 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 4th 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 FY23-24 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 happening in the market in FY225 as other providers (Harvard Pilgrim and Tufts) consolidating. The FY25 budget is based on enrollment figures as of February 1, 2024, but must assume migration of Tufts users to either Harvard Pilgrim or Blue Cross Blue Shield.

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 FY25, 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, but at the time of print for the Town Administrator Recommended Budget, these policies have not been updated.

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 three (3) significant payments were allocated from Free Cash (\$250,000, each). In FY24 the Town Administrator's Recommended Budget included \$120,000 allocated to the Pension Stabilization Fund and Town Meeting

in October 2023 allocated \$250,000 into the Fund. Therefore, for the FY25 Town Administrator Recommended Budget, the recommendation is for \$1.25 million into OPEB and \$130,000 into the Pension Stabilization Fund, which is aligned with the policy by amortizing the contribution from FY24. This is in addition to the legally obligated contribution/assessment to Middlesex County Retirement System (MCRS) reflected in 01911, as the Pension Stabilization Fund is designed to pay down the liability and also protect the Town's budget from fluctuations in future assessments from MCRS, or changes to legislation as related to MTRS.

ACCT. NO.	ACCOUNT NAME	AFTER ALLOCATION				Level 1			Level 2	
		Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	EMPLOYEE BENEFITS									
51770 1	County Retirement	2,144,455	2,375,731	2,607,227	2,611,009	2,550,093	(60,916)	-2.3%	2,550,093	-
	COUNTY RETIREMENT (01911)	2,144,455	2,375,731	2,607,227	2,611,009	2,550,093	(60,916)	-2.3%	2,550,093	-
51710	Workers' Compensation	283,171	302,068	348,377	380,969	377,630	(3,339)	-0.9%	377,630	-
	WORKERS' COMPENSATION (01912)	283,171	302,068	348,377	380,969	377,630	(3,339)	-0.9%	377,630	-
51780	Unemployment	41,438	41,662	48,138	50,000	50,000	-	0.0%	50,000	-
	UNEMPLOYMENT (01913)	41,438	41,662	48,138	50,000	50,000	-	0.0%	50,000	-
51720	Disability Insurance	31,595	33,179	34,274	37,533	35,774	(1,759)	-4.7%	35,774	-
51740	Life Insurance	13,016	12,482	10,076	14,042	14,399	357	2.5%	14,399	-
51750 2	Health Insurance	5,032,781	5,089,573	4,912,690	6,030,596	6,214,715	184,119	3.1%	6,214,715	-
51751 5	Employee Health Mitigation Fund (EHMF)	46,958	27,917	381	24,400	25,864	1,464	6.0%	25,864	-
51754 6	HSA Contribution	53,000	100,195	82,917	88,000	93,280	5,280	6.0%	93,280	-
51755-7	HSA & FSA Administrative Fee	1,094	5,809	5,567	6,600	11,496	4,896	74.2%	11,496	-
51756	Employer Shared Responsibility	15,627	13,125	-	15,000	15,900	900	6.0%	15,900	-
51760	Medicare	514,328	552,428	558,859	572,057	583,626	11,569	2.0%	583,626	-
51761	Medicare Part B	9,419	9,369	6,658	7,139	7,567	428	6.0%	7,567	-
51762	Medicare Part A Penalty & Surcharge	-	-	-	-	150,000	150,000	100.0%	150,000	-
	INSURANCE	5,717,818	5,844,077	5,611,422	6,795,367	7,152,621	357,254	5.3%	7,152,621	-
51772	Miscellaneous Pensions	1,249	-	-	-	-	-	0.0%	-	-
51790	OPEB Trust Contrib.	1,447,632	1,456,470	1,468,283	1,454,276	1,200,955	(253,321)	-17.4%	1,200,955	-
51791	Pension Stabilization Contrib.	-	-	-	-	250,000	250,000	100.0%	130,000	(120,000)
51930 4	Settlement for Salary Accounts	81,981	107,443	74,587	100,000	100,000	-	0.0%	100,000	-
51931	Other Administration Fees	25,555	18,885	22,438	14,500	14,500	-	0.0%	14,500	-
	BENEFITS	1,556,417	1,582,798	1,565,308	1,568,776	1,565,455	(3,321)	-0.2%	1,445,455	(120,000)
TOTAL	EMPLOYEE BENEFITS (01914)	7,274,235	7,426,875	7,176,730	8,364,143	8,718,076	353,933	4.2%	8,598,076	(120,000)
	TOTAL BENEFITS (AFTER ALLOCATION)	9,743,299	10,146,336	10,180,472	11,406,121	11,695,799	289,678	2.5%	11,575,799	(120,000)

Town of Holliston
FY25 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.

FY24 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 Traveler's Insurance declined to quote the Town in December of 2023 for FY25, and the only other private entity that is competitive in the municipal insurance space for a Town the size of Holliston would be Trident Insurance, which is currently evaluating the loss data for the Town in regards to a potation quote for FY26.

FY25 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 Director (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 with a "rate lock" of 2.5% for FY25.

New Requests Recommended by the Town Administrator: None requested

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

Town of Holliston
FY25 Liability Insurance – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	LIABILITY INSURANCE									
57400	Property and Liability Insurance	245,831	365,486	364,519	391,710	401,503	9,793	2.5%	401,503	-
57000	LIABILITY INSURANCE (01945)	245,831	365,486	364,519	391,710	401,503	9,793	2.5%	401,503	-

Town of Holliston
FY25 Department of Public Works (DPW) Water Division – Proposed Budget

DPW Water Division (61450):

51100 -51407 Personnel, Includes salaries, police details, temporary labor, overtime, weekend duty overtime, longevity

<u>51710-51790 Personnel</u> , related to benefits, workers comp, disability, health insurance, Medicare, retirement, OPEB	DPW - Water Division	FY2022	FY2023	FY2024	FY2025
	DPW Director (split with Hwy Div.)	0.60	0.60	0.60	0.60
	Office Manager	1.00	1.00	1.00	1.00
	Principal Clerk (Billing)	1.00	1.00	1.00	1.00
	Chief Water Operator (Distribution)	1.00	1.00	1.00	1.00
	Chief Water Operator (Treatment)	1.00	1.00	1.00	1.00
	Water Equipment Operator III*	-	-	-	-
	Water Equipment Operator II	5.00	6.00	6.00	6.00
	(01420) Subtotal	9.60	10.60	10.60	10.60

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

**The new CBA for FY2025 to FY2027 creates a Water Operator III position if/when Water Operator II's receive the T3 and D3 licensure; Water Operator II's that complete licensure will move within FY2025*

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

Budget Recommendation (Filled out by Town Administrator)

Level Services: Level service budget; Water Rate Hearing completed in February 2024

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 2021	Actual Fiscal Year 2022	Actual Fiscal Year 2023	Budget Fiscal Year 2024	Level 1			Level 2	
						Dept. Req Fiscal Year 2025	Chg. (\$) FY24-25 to FC Rec.	Chg. (%) FY24-25 to FC Rec.	TA Rec Fiscal Year 2025	Chg. (\$) TA Rec. to Dept. Req
	WATER									
51100	Administrative Salaries	64,513	65,801	67,915	70,268	72,395	2,127	3.0%	72,395	-
51105	Foreman	138,815	131,519	160,933	167,398	180,988	13,590	8.1%	180,988	-
51110	Administrative Assistant	55,147	59,697	60,793	63,106	66,239	3,133	5.0%	66,239	-
51112	Regular Salaries	290,086	301,502	313,441	376,630	385,848	9,218	2.4%	385,848	-
51113	Clerical Salaries	47,210	48,212	40,990	43,268	44,323	1,055	2.4%	44,323	-
51200	Temporary Labor	0	83	-	-	-	-	0.0%	-	-
51300	Overtime	29,654	109,195	38,131	105,000	80,000	(25,000)	-23.8%	80,000	-
51306	Flouridation OT	19,416	16,619	18,090	26,779	26,779	-	0.0%	26,779	-
51400	Longevity	750	850	750	750	2,100	1,350	180.0%	2,100	-
51404	Duty Pay	0	13,000	12,750	13,500	13,500	-	0.0%	13,500	-
51407	Police Details	2,816	7,591	5,606	5,411	5,411	-	0.0%	5,411	-
	<i>Subtotal Personal Services</i>	<i>648,407</i>	<i>754,069</i>	<i>719,399</i>	<i>872,110</i>	<i>877,583</i>	<i>5,473</i>	<i>0.6%</i>	<i>877,583</i>	-
									-	-
51710	Workers' Compensation	15,170	16,644	15,745	18,679	17,905	(774)	-4.1%	17,905	-
51720	Disability Insurance	2,704	2,993	3,111	3,281	3,360	79	2.4%	3,360	-
51740	Life Insurance	361	361	361	358	325	(33)	-9.2%	325	-
51750	Health Insurance	49,551	63,383	73,389	94,752	101,685	6,933	7.3%	101,685	-
51760	Medicare	7,714	8,309	8,625	10,048	12,148	2,100	20.9%	12,148	-
51770	County Retirement	103,028	110,705	120,542	125,340	133,916	8,576	6.8%	133,916	-
51790	OPEB	15,896	19,988	21,793	28,165	28,052	(113)	-0.4%	28,052	-
	<i>Subtotal Benefits</i>	<i>194,424</i>	<i>222,383</i>	<i>243,566</i>	<i>280,623</i>	<i>297,391</i>	<i>16,768</i>	<i>6.0%</i>	<i>297,391</i>	-
51000	PERSONAL SERVICES	842,831	976,452	962,965	1,152,733	1,174,974	22,241	1.9%	1,174,974	-
									-	-
52100	Energy & Other Utilities	35,000	34,614	33,374	31,500	31,500	-	0.0%	31,500	-
52130	Electricity	226,000	210,870	282,361	350,000	350,000	-	0.0%	350,000	-
52400	Buildings & Grounds Maintenance	13,164	10,829	22,820	13,164	13,164	-	0.0%	13,164	-
53031	Vehicle Maintenance	10,000	13,726	-	15,000	15,000	-	0.0%	15,000	-
53000	Professional Services	159,000	204,917	140,924	210,000	210,000	-	0.0%	210,000	-
53011	Tank Inspection	10,000	-	-	10,000	10,000	-	0.0%	10,000	-
53012	Well Cleaning	15,000	-	-	20,000	20,000	-	0.0%	20,000	-
53400	Communications	27,000	25,415	25,517	25,000	25,000	-	0.0%	25,000	-
52000	PURCHASED SERVICES	495,164	500,371	504,996	674,664	674,664	-	0.0%	674,664	-
									-	-
54200	Office Supplies	9,201	12,504	11,418	9,201	9,201	-	0.0%	9,201	-
54300	Repair & Maint. Supplies	40,000	24,656	42,320	42,000	42,000	-	0.0%	42,000	-
54800	Vehicle Supplies	15,000	17,278	22,035	15,000	15,000	-	0.0%	15,000	-
54900	Food Supplies	250	420	220	250	250	-	0.0%	250	-
55392	Gas/Diesel	0	29,226	24,228	-	-	-	0.0%	-	-
55809	Field Expenses	203,250	268,374	284,841	400,000	300,000	(100,000)	-25.0%	300,000	-
54000	SUPPLIES & MATERIALS	267,701	352,458	385,062	466,451	366,451	(100,000)	-21.4%	366,451	-
									-	-
56920	Safe Water Assessment	4,000	3,364	3,230	4,000	4,000	-	0.0%	4,000	-
56000	INTERGOVERNMENTAL	4,000	3,364	3,230	4,000	4,000	-	0.0%	4,000	-
									-	-
57100	Professional Development	5,678	7,869	7,226	5,000	5,000	-	0.0%	5,000	-
57000	OTHER EXPENSES	5,678	7,869	7,226	5,000	5,000	-	0.0%	5,000	-
									-	-
58001	Hydrants	15,000	-	10,651	-	15,000	15,000	100.0%	15,000	-
58000	CAPITAL OUTLAY	15,000	-	10,651	-	15,000	15,000	100.0%	15,000	-
									-	-
59100	Principal	577,605	585,052	747,553	745,108	722,755	(22,353)	-3.0%	722,755	-
59150	Interest	101,538	75,911	543,398	349,284	339,587	(9,697)	-2.8%	339,587	-
59260	Administration Fees	2,958	2,789	2,616	2,441	2,368	(73)	-3.0%	2,368	-
59000	DEBT SERVICE	682,101	663,752	1,293,567	1,096,833	1,064,710	(32,123)	-2.9%	1,064,710	-
									-	-
TOTAL	WATER	2,312,475	2,504,266	3,167,697	3,399,681	3,304,799	(94,882)	-2.8%	3,304,799	-

FY2025 Omnibus Budget - May 2024 ATM

			Level 1				Level 2	
			FY2024	FY2025	FY24-25	FY24-25	FY2025	+/-
			Approved Budget	Department Request	(\$)	(%)	Town Admin. Rec.	of TA Rec. Chg. (\$)
01122	Select Board	Personnel	324,226	338,917	14,691	4.5%	338,917	
		Operating	102,500	103,750	1,250	1.2%	102,450	(1,300)
		Total	426,726	442,667	15,941	3.7%	441,367	(1,300)
01131	Finance Committee	Personnel	4,000	4,000	-	0.0%	4,000	
		Operating	210	210	-	0.0%	210	
		Total	4,210	4,210	-	0.0%	4,210	-
01132	Reserve Fund	Total	325,000	325,000	-	0.0%	325,000	-
01135	Town Accountant	Personnel	163,161	165,555	2,394	1.5%	165,555	
		Operating	37,500	47,200	9,700	25.9%	43,200	(4,000)
		Total	200,661	212,755	12,094	6.0%	208,755	(4,000)
01141	Board of Assessors	Personnel	207,923	214,011	6,088	2.9%	214,011	
		Operating	87,218	79,105	(8,113)	-9.3%	79,105	
		Total	295,141	293,116	(2,025)	-0.7%	293,116	-
01145	Treasurer/Collector	Personnel	326,194	346,292	20,098	6.2%	346,292	
		Operating	60,620	60,700	80	0.1%	58,300	(2,400)
		Total	386,814	406,992	20,178	5.2%	404,592	(2,400)
01152	Human Resources	Personnel	126,926	131,739	4,813	3.8%	131,739	
		Operating	24,260	34,760	10,500	43.3%	30,960	(3,800)
		Total	151,186	166,499	15,313	10.1%	162,699	(3,800)
01155	Technology	Personnel	119,656	123,586	3,930	3.3%	123,586	
		Operating	157,701	175,187	17,486	11.1%	173,263	(1,924)
		Capital Outlay	45,976	47,900	1,924	4.2%	47,900	
		Total	323,333	346,673	23,340	7.2%	344,749	(1,924)
01161	Town Clerk	Personnel	168,709	175,357	6,648	3.9%	175,357	
		Operating	11,344	11,550	206	1.8%	11,550	
		Total	180,053	186,907	6,854	3.8%	186,907	-
01162	Elections	Personnel	25,694	50,841	25,147	97.9%	50,841	
		Operating	16,095	17,395	1,300	8.1%	16,595	(800)
		Total	41,789	68,236	26,447	63.3%	67,436	(800)
01171	Conservation Comm.	Personnel	62,096	64,319	2,223	3.6%	64,319	
		Operating	4,150	4,550	400	9.6%	3,650	(900)
		Total	66,246	68,869	2,623	4.0%	67,969	(900)
01175	Planning Board	Personnel	109,697	113,295	3,598	3.3%	113,295	
		Operating	5,050	4,550	(500)	-9.9%	4,550	
		Total	114,747	117,845	3,098	2.7%	117,845	-
01176	Zoning Board	Personnel	7,213	7,516	303		7,516	
		Operating	3,875	3,875	-		2,875	(1,000)
		Total	11,088	11,391	303	2.7%	10,391	(1,000)
01182	Economic Dev.	Personnel	50,000	48,874	(1,126)	-2.3%	48,874	
		Operating	1,000	2,950	1,950	195.0%	2,950	
		Total	51,000	51,824	824	1.6%	51,824	-
01199	Sustainability	Total	51,500	51,500	-	0.0%	51,500	-
01210	Police	Personnel	3,324,429	3,355,505	31,076	0.9%	3,305,505	(50,000)
		Operating	251,308	301,547	50,239	20.0%	281,266	(20,281)
		Capital Outlay	1,435	1,435	-	0.0%	-	(1,435)
		Total	3,577,172	3,658,487	81,315	2.3%	3,586,771	(71,716)
01211	Auxiliary Police	Total	16,002	-	(16,002)	-100.0%	-	-
01220	Fire	Personnel	843,390	924,678	81,288	9.6%	852,572	(72,106)
		Operating	145,145	181,777	36,632	25.2%	171,777	(10,000)
		Capital Outlay	35,000	35,000	-	0.0%	35,000	
		Total	1,023,535	1,141,455	117,920	11.5%	1,059,349	(82,106)
01231	Ambulance	Personnel	708,352	1,189,513	481,161	67.9%	977,239	(212,274)
		Operating	198,150	210,000	11,850	6.0%	210,000	
		Total	906,502	1,399,513	493,011	54.4%	1,187,239	(212,274)
01241	Building Inspection	Personnel	213,689	218,235	4,546	2.1%	218,235	
		Operating	19,200	19,200	-	0.0%	18,700	(500)
		Capital Outlay	500	500	-	0.0%	500	
		Total	233,389	237,935	4,546	1.9%	237,435	(500)
01291	Emergency Mgmt	Personnel	10,000	10,000	-	0.0%	10,000	
		Operating	12,061	12,061	-	0.0%	11,811	(250)
		Total	22,061	22,061	-	0.0%	21,811	(250)
01292	Animal Control	Total	38,000	38,000	-	0.0%	38,000	-
01420	DPW (Hwy)	Personnel	1,058,403	1,061,359	2,956	0.3%	1,061,359	
		Operating	357,233	407,233	50,000	14.0%	407,233	
		Capital Outlay	300,000	300,000	-	0.0%	200,000	(100,000)
		Total	1,715,636	1,768,592	52,956	3.1%	1,668,592	(100,000)
01422	Facilities Maint.	Personnel	103,540	117,164	13,624	13.2%	117,164	

FY2025 Omnibus Budget - May 2024 ATM

			Level 1				Level 2	
			FY2024	FY2025	FY24-25	FY24-25	FY2025	+/-
			Approved Budget	Department Request	(\$)	(%)	Town Admin. Rec.	of TA Rec. Chg. (\$)
		Operating	215,757	213,977	(1,780)	-0.8%	212,207	(1,770)
		Total	319,297	331,141	11,844	3.7%	329,371	(1,770)
01423	Snow & Ice	Personnel	50,000	50,000	-	0.0%	50,000	
		Operating	200,000	200,000	-	0.0%	200,000	
		Total	250,000	250,000	-	0.0%	250,000	-
01424	Street Lighting	Total	99,820	81,982	(17,838)	-17.9%	75,782	(6,200)
01433	Solid Waste	Total	1,474,188	1,549,683	75,495	5.1%	1,549,683	
01440	Wastewater Treatment	Operating	106,275	134,891	28,616	26.9%	134,891	
		Capital Outlay	-	24,000	24,000	100.0%	-	(24,000)
		Total	106,275	158,891	52,616	49.5%	134,891	(24,000)
01499	Motor Vehicle Fuels	Total	176,500	176,500	-	0.0%	165,000	(11,500)
01512	Board of Health	Personnel	165,091	164,368	(723)	-0.4%	164,368	
		Operating	8,450	9,650	1,200	14.2%	9,650	
		Total	173,541	174,018	477	0.3%	174,018	
01541	Council on Aging	Personnel	223,146	244,493	21,348	9.6%	238,867	(5,626)
		Operating	61,915	69,145	7,230	11.7%	66,861	(2,284)
		Total	285,061	313,638	28,578	10.0%	305,728	(7,910)
01542	Youth & Family	Personnel	154,323	192,133	37,810	24.5%	192,133	
		Operating	19,170	19,420	250	1.3%	19,420	
		Total	173,493	211,553	38,060	21.9%	211,553	-
01543	Veterans' Services	Benefits	50,000	50,000	-	0.0%	50,000	
		Operating	47,207	50,183	2,976	6.3%	50,183	
		Total	97,207	100,183	2,976	3.1%	100,183	-
01610	Library	Personnel	436,469	445,563	9,094	2.1%	445,563	
		Operating	188,300	193,320	5,020	2.7%	193,320	
		Total	624,769	638,883	14,114	2.3%	638,883	-
01650	Parks & Recreation	Personnel	153,948	169,242	15,294	9.9%	169,242	
		Operating	-	-	-	-	-	
		Total	153,948	169,242	15,294	9.9%	169,242	-
01660	Rail Trail	Total	5,000	5,000	-	0.0%	5,000	
01692	Celebrations	Total	2,500	2,500	-	0.0%	2,500	
01911	County Retirement	Total	2,611,009	2,550,093	(60,916)	-2.3%	2,550,093	
01912	Workers' Comp.	Total	380,969	377,630	(3,339)	-0.9%	377,630	
01913	Unemployment	Total	50,000	50,000	-	0.0%	50,000	
01914	Employee Benefits	Total	8,364,143	8,718,076	353,933	4.2%	8,598,076	(120,000)
01945	Liability Insurance	Total	391,710	401,503	9,793	2.5%	401,503	
		Subtotal - 01122 - 01945	25,901,221	27,180,860	1,376,847	5.3%	26,626,693	(654,350)
01300	Holliston Public Schools*	Total	40,529,934	43,517,951	2,988,017	7.4%	41,847,157	(1,670,794)
01371	Keefe Technical*	Total	1,529,189	1,824,872	295,683	19.3%	1,824,872	
		Education Subtotal	42,059,123	45,342,823	3,283,700	7.8%	43,672,029	(1,670,794)
01710	Debt Service	Operating	4,000	4,000	-		4,000	
		Debt Service	373,650	358,650	15,000		358,650	
		Total	377,650	362,650	15,000	4.0%	362,650	-
		Total	68,337,994	72,986,516	4,678,523	6.8%	70,661,372	(2,325,144)
61450	Water Division (Enterprise)	Personnel	872,110	877,583	5,473	0.6%	877,583	
		Benefits	280,623	297,391	16,768	5.6%	297,391	
		Operating	1,150,115	1,050,115	(100,000)	-9.5%	1,050,115	
		Capital Outlay	-	15,000	15,000	100.0%	15,000	
		Debt Service	1,096,833	1,064,710	(32,123)	-3.0%	1,064,710	
		Total	3,399,681	3,304,799	(94,882)	-2.9%	3,304,799	-