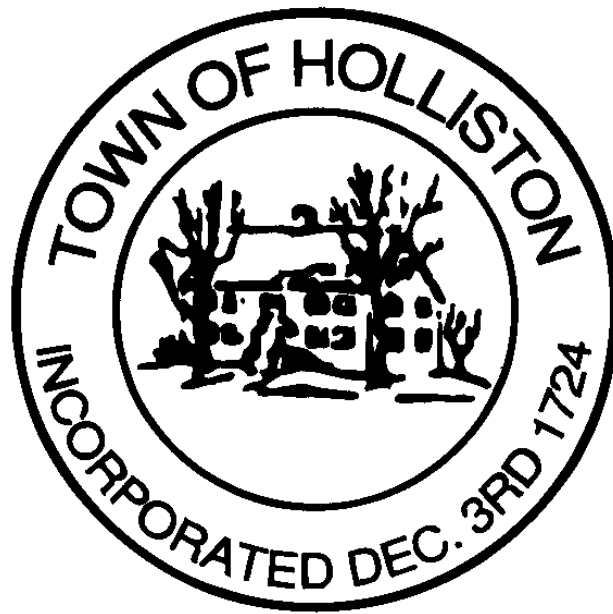


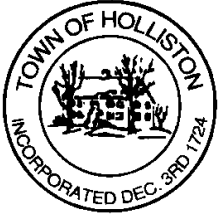
FY2023
Operating Budget



Town Administrator
Recommendation
March 4, 2022

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To: Holliston Select Board
From: Travis Ahern, Town Administrator
Date: March 4, 2022
Subject: Town Administrator Budget Message for Fiscal Year 2023

Executive Summary

I am pleased to submit to you a balanced and comprehensive Town budget for the fiscal year beginning July 1, 2022 and ending June 30, 2023. **Expenditure and revenue estimates are based on the best available information and are subject to possible variations between now and the time the tax rate is set in the fall**, including uncertainty over final State Aid and State Assessment figures on the Commonwealth’s Cherry Sheet, as well as the outcome of property tax-supported warrant articles that may be approved at the Annual Town Meeting on May 9, 2022, or the Fall Town Meeting on Oct. 17, 2022.

Additionally, for information specific to the **Holliston Public Schools** budget development process, see their [website](#), but for a summary format please refer to Section V (pages 6-7, below) and the FY2023 Revenue & Expenditure summary on page 10.

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

Section I: Overview

Looking back at FY2021 and FY2022: The FY2021 Operating Budget (otherwise known as Omnibus Budget) was significantly impacted by COVID-19 due to the onset of the pandemic in March 2020, right as the budget process was coming to an end. As a precautionary move at the time, the Reserve Fund for FY2021 was increased 2.5x to weather the “unknowns” of COVID-19.

By the time the FY2022 Operating Budget was in development the Town had received CARES Act and ESSR I & II funding which successfully addressed many unknowns, allowing the Town to reduce the Reserve Fund back to normal level (\$325,000) which in turn eased the impact of significant increases in the FY2022 Education-related budgets (Holliston Public Schools increase of 5.6%, and Keefe Tech. increase of 17.1%) and Public Safety-related budgets (Police increase of 6.0% and Fire/EMS increase of 11.4%). In other words, FY2022 was a course correction for FY2021, and FY2023 is striving for normalcy.

Looking ahead to FY2023: The FY2023 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, which have not waned, but instead have increased.

This budget document looks different than years past, so please consider the below roadmap to reading:

- Executive Summary (you are here) (pages 1-9)
- FY2023 Budget Schedule (updated from original publication) (page 9)
- Overview Table – Revenue vs. Expenditure for FY2023 (DLS Tax Rate Recap format) (page 10)
- 5-Year Revenue & Expenditure Forecast (FY2022-2023 Budgets & FY2024 through FY2028) (page 11)
- Financing Sources for FY2023 – Explanation of Revenue Assumptions (pages 12-16)
- FY2023 Departmental Budgets (pages 20-115)

Also new this year, **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, 2022. This will be followed by Select Board and Finance Committee recommendations for Annual Town Meeting on May 9, 2022 to consider for adoption of an FY2023 budget for the fiscal year beginning July 1, 2022.

Section II: Revenue

A full summary of Revenue (Financing Sources) can be found on pages 12-14. The bottom line budget and additional requests are weighed on merit but also the available revenue, so any adjustment from Departmental Request to Town Administrator Recommendation should be viewed in the context of scarcity of resources.

The Town attempts to maximize sustainable revenue sources outside of local tax dollars, and highlights are below, but the full summary (pages 12-14) explains the risk factors and/or potential for growth in each category:

❖ Tax Levy

The FY2023 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 FY2023 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).

❖ State Aid

This budget recommendation assumes the Governor’s FY2023 budget in which Unrestricted General Governmental Aid (UGGA) received a modest 2.7% increase. The largest portion of State Aid is Chapter 70 funding. The Town adopted Full Day Kindergarten in FY2022 by utilizing ARPA funding to cover the initial phase-in and the FY2023 Chapter 70 component of State Aid was significantly impacted as a result (see page 13). MSBA reimbursement has ended with the maturity of previously issued school debt.

❖ Local Receipts

An increase in Local Receipts assumption of \$197,025 (or 5.63%) in FY2023 is relatively aggressive for Holliston, historically. The main driver of the entire category, and of the estimated increase, is Motor Vehicle Excise (MVE). 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). “Other Charges for Services” includes an additional \$52,100 in the Town Administrator Recommended Budget specific to offsets for the request of the Assistant Building Inspector (\$52,100 from Revolving). Also, new revenue of \$4,000 for Rail Trail Licenses is added as a new revenue source based on licenses for commercial Rail Trail abutters that started in FY2022.

❖ Other

The Town of Holliston has historically allocated all available DLS-certified Free Cash at its October Fall Town Meeting, but intentionally left a small balance unallocated in October 2021 to carry forward to May 2022 Annual Town Meeting. This funding could be allocated in May, but should not be considered a way to balance Operating Expenditures, but rather offset one-time costs. Currently the 2021-2022 Snow & Ice costs have exceeded the

FY2022 budget by over \$150,000, so the actual availability of Free Cash is very limited until closer to May when the Town can demonstrate how it will cover the Snow & Ice costs. Additionally, “Other” can refer to the General Stabilization Fund, Capital Expenditure Fund, etc., which again are considered one-time monies.

Section III: Expenditures

Budget Drivers

- In FY2023, the largest Collective Bargaining Agreements (CBAs) will all technically be entering the second year of three-year agreements (covering the current FY2022 budget, through FY2024). However, while the DPW Laborers’ CBA has been finalized since June 2021, the Holliston Police Association (HPA) was only recently ratified in February 2022, and the largest CBA for school employees (Holliston Federation of Teachers, or HFT) is scheduled for ratification at the time of print, but not yet complete (as of March 4, 2022).
- Debt Service decreases substantially in FY2023 but unfortunately provides no additional budget flexibility in the coming fiscal year as all of the maturing debt is “exempt,” meaning that when the debt matures the Tax Levy capacity expires with the maturity. The net decrease (when removing MSBA offsets) of tax payer dollars for exempt debt in FY23 is \$826,047, which would impact the Tax Rate by 0.26 (based on FY2022 assessed values). Again, no additional budget flexibility, but a positive impact for tax payers.
- From a pure dollar perspective, the cost of retirement, benefits & insurances (01911-01945) represents a \$575,435 proposed increase in FY23, though some of the increase in the Benefits budget (01914) is directly related to additional staffing requests (six new FTEs requested), and the assumption that those individuals will use Town-sponsored health plans. *See Town Administrator Recommendation below, as removal of assumed new FTEs results in a lower recommended Benefits budget by \$92,000.*
- Street Lighting (01424) has historically been a stable budget, but with the Town finding itself in need of purchasing the lights from Eversource to avoid a 3x rate increase, the Town is now in need of maintenance services it did not previously contract for. The long-term outlook is positive in this category, with planned conversion to LED for energy and cost efficiency, but the FY2023 takes the brunt of the transition (i.e. factors in added cost of maintenance, but not the savings of the conversion which will take time).
- Solid Waste (01433) is a budget that is driven by the Town’s contract with EL Harvey’s, and this contract is entering the final year of five (5). The variable costs are generally tied to “bulk” pickups initiated by residents, and a spike in this use was seen during COVID but is beginning to subside.
- Keefe Tech. Vocational (01371) is driven by the school’s annual budget, but also enrollment. Holliston’s enrollment in FY2023 increases by three (3) students, which represents a 4.4% increase from FY2022. The total enrollment for Keefe Tech. is also increasing by a similar ratio, so the FY2023 increase to Holliston will be tied to the budget approved for the coming fiscal year. See [website](#) for details.

New Departmental Requests

Some departmental requests for the FY2023 Operating Budget include changes from baseline FY2022 Full-Time-Equivalent (FTE) positions; these include:

- ❖ Building Inspector’s Office – revitalization of the “Assistant Building Inspector” position which was removed from the budget around the time of the 2008 housing crisis; since this time, the demand for permits and licenses has increased annually in Holliston for over a decade before eventually reaching an apex in FY21 and FY22 due in part to COVID-19. The Department faces a statutory obligation to turn applications around for the end-user (residents and businesses) within 30 days, and a good practice is to cut that turn-around time down even further as the permits generate revenue and increase the value of taxable property. (see page 70)

- ❖ DPW Grounds Division – the Holliston DPW maintains grounds for **the Town, Parks & Recreation, and the School Department**, but due to staffing levels, only one (1) FTE is dedicated to grounds maintenance year-round. Outside of this one (1) FTE, anytime that ground maintenance work is required the Highway Division has to re-direct staff from other DPW job sites. **A working group of Select Board, Finance Committee, School Committee and Parks Commission worked with staff to develop a Grounds Division model within DPW that would support all grounds maintenance of Town and School properties.** (see page 8 for cost, and Appendix B for organizational chart depicting proposed change on page 116)
- ❖ Holliston Police Department – the Police Chief has requested an additional FTE (a 26th Police Officer) for multiple budget cycles but, due to constraints, the request has not been filled. The reasons for the request – increased population, calls for service, etc. – have continued to trend up. It should be noted that the 26th Police Officer is step in a gradual process of achieving the goal of 28 overall Officers as part of the HPD Strategic Plan. (see page 56)
- ❖ Assessor’s Office – the Board of Assessors (BOA) successfully navigated the succession planning process with the retirement of the long-time Principal Assessor at the end of FY2022 resulting in an internal promotion. The BOA has requested either (1) additional staffing (Field Technician) or (2) additional Professional Services (i.e. outsourced workflow) to meet departmental needs and achieve the “Directives” from the Division of Local Services (DLS). (see page 33)

All other FY2023 Departmental Requests, outside of the additional staffing request highlighted above, can be considered “level-service” adjustments to maintain the current level of service. And the additional FTE requests detailed above can be viewed in a similar light, in that demand for services can increase and require additional staffing to keep up with demand.

Town Administrator Recommended Budget

The FY2023 Town Administrator Recommended Budget seeks to close a deficit of about half of a million dollars when comparing Departmental Requests (including the additional FTE requests above, and the School Budget presented Feb. 17, 2022, and updated on March 3, 2022) with Projected Revenue (see pages 9-10). **This should be viewed as a package of recommendations – for example, proposed increases in revenue assumptions are tied to specific purposes and do not carry when the total package is altered.**

Outside of simply closing the gaps, there are also recommended increases to departmental requests as well, mainly aimed at mitigating pay equity issues:

- **Revenue Offsets:**
 - Other Charges for Services: \$52,100 from Building Department’s Revolving Fund to offset first year of salary for Assistant Building Inspector position; benefits are covered by Tax Levy
 - Licenses & Permits: \$4,000 for new revenue related to licenses for commercial abutters of the Rail Trail is a direct offset to the \$4,000 increase recommended in the Town Administrator Budget
- **Expenditure Reductions:**
 - **Board of Assessors’ (01141)** additional staffing request is not recommended, but additional Professional Services support is recommended, resulting in a reduction from the Departmental Request of \$27,567, before benefits under 01914 (below).
 - **Police Department (01210)** request for an additional Police Officer (26th Officer, including the Chief and Lts.) does not currently fit in this bottom-line budget, and removal with Salaries & Wages equates to \$86,405, before benefits under 01914 (below).
 - **DPW Highway (01420)** represents a community driven request to impact Grounds Maintenance for the Town, Schools and Parks, but the request for additional staffing does not currently fit in this bottom-line budget, reducing \$120,687 net impact, before benefits under 01914 (below). Additionally, assuming removal of Grounds Requests also impacts \$25,000 in recurring revenue (Local Receipts) from

Recreation Revolving and \$75,000 assumed year-one offset from ARPA under “revenue loss” (see Appendix B full analysis in on page 116).

- **Facilities & Various Departments – Buildings & Grounds Lines (Obj. 52400)** – the total requested increases in FY2023 across six (6) departments was \$22,497 (or 15.15%) from FY2022, and the Town Administrator’s Recommendation is a total increase of \$9,821 (or 6.61%), a reduction of \$12,676
- **Unemployment (01913)** was one of the most worrisome areas of the budget during peak COVID-19 as staffing levels changed and a widespread (State and Federal) issue arose with fraudulent claims. This has steadied greatly in FY2022 and this request can be reduced by \$25,000.
- **Benefits (01914)** is driven by health care costs provided to employees through the West Suburban Health Group (WSHG) with the Town covering 60% of premium costs for all users; changes in products provided by WSHG (Fallon removing its commercial health care offerings) the FY2023 budget is based on assumed migration of users to new plans at higher cost to the Town.
 - The Town Administrator recommends reducing this budget for the removal of five (5) benefit eligible positions that were requested and factored into the Departmental Request (noted above) which equates to \$92,000.
- **CapEx Funding**, per the Financial Policies, equates to \$1.97 million at 3% of Omnibus Budget (see Section IV, below), but the recommendation from the Town Administrator is \$1.875 million (2.89%), a reduction of \$95,000.
- **FY2023 Non-union salary adjustments** outside of the Cost of Living Adjustment (COLA) are included in the Town Administrator Recommended Budget – these include (1) performance/ merit for Department Heads of just under 1% of total M-Schedule salaries, (2) two adjustments to hourly accruals for the Conservation Agent and Town Planner to align these positions with the 40 hour/week schedule of the rest of the M-Schedule employees, and (3) a structural change to the 50-500 scale for non-union positions that includes removal of the Grade 50 scale (as it bumps into the increased minimum wage) and an increase in the range related to the Compensation and Classification study conducted for these scales. These changes would also be depicted in the Consolidated Personnel By-Law Article in the Warrant that is voted every May Annual Town Meeting. Total impact of these adjustments is \$41,702 and is necessary to mitigate further inequities created by the unionized workforce continuing to outpace non-union personnel wage adjustments.

Section IV: Financial Policies – Tracking Progress

The [Town’s Financial Policies were updated in the fall of 2021](#) by the Select Board and Finance Committee. Below are four policy categories to track based on the proposed FY2023 budget:

Policy 1. Capital Expenditure Fund (CapEx) – The FY2023 Town Administrator Recommended Budget makes progress towards the 3% target in the Financial Policies, but does not achieve this target. See “Budget Alternatives” below for a potential solution. It should also be noted that the CapEx Fund generally has been used for \$2 million annually to keep up with Town and School needs for facilities, equipment, and vehicles.

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	FY2022	66,047,582	(1,988,500)	(382,144)	63,676,938	1,750,000	2.75%
Proposed	FY2023	67,127,419	(1,875,000)	(320,875)	64,931,544	1,875,000	2.89%

Policy 2. Debt Service – The Town’s debt portfolio has matured, and after FY2023 only one previous borrowing will still be 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 Reconstruction currently in application status with

MSBA, (2) DPW Facility Construction currently in the feasibility study phase, and (3) Sidewalk Reconstruction needs, highlighted in the [Sidewalk Prioritization Plan](#).

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	66,047,582	(1,988,500)	(382,144)	63,676,938	2,405,138	3.78%
Proposed	FY2023	67,127,419	(1,875,000)	(320,875)	64,931,544	627,574	0.97%

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.

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	FY2022	66,047,582	(1,988,500)	(382,144)	63,676,938	7,246,934	11.38%
Proposed	FY2023	67,127,419	(1,875,000)	(320,875)	64,931,544	8,811,934	13.57%

Policy 4. Water Enterprise Fund (Retained Earnings) – The Water Enterprise Fund operates separate from the General Fund. All revenues and expenditures run through the fund, and any remaining balance at the end of the fiscal year becomes “Retained Earnings” which is roughly equivalent to DLS-certified “Free Cash” for the General Fund. The Town’s policy is to keep Retained Earnings above 10% of Annual Gross Water Revenue, and take corrective action if it falls below. Currently, FY2023 represents the first of 3-to-5 years in which the Town intends to use Water Retained to stabilize water rates as the borrowing at Well No. 5 creates a “spike” in debt service, which will decline by FY2026 to previous levels.

Water R.E. Benchmark		A Water Revenue	B Water Expenditures	C (A & B) Impact to Water R.E.		DLS Water R.E. (June 30)	Water R.E. % Rev.
Actual	FY2019	2,950,043	(3,494,046)	(544,003)	<i>certified</i>	1,842,374	62.45%
Actual	FY2020	2,702,346	(2,299,156)	403,190	<i>certified</i>	1,298,371	48.05%
Actual	FY2021	2,956,659	(2,206,388)	750,271	<i>certified</i>	1,433,970	48.50%
Projected	FY2022	2,873,519	(2,513,721)	359,798	<i>certified</i>	2,109,241	73.40%
Proposed	FY2023	2,873,519	(3,120,029)	(246,510)	<i>projected</i>	1,862,731	64.82%

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

Section V: Budget Reductions or Alternatives

A number of assumptions are made, and expressly defined, in the FY2023 Town Administrator Recommended Budget. Should these assumptions change from now (March 4, 2022) to time of print of the Warrant for May 9, 2022 Annual Town Meeting, below are reductions or alternatives will be considered:

1. Holliston Public Schools – The FY2023 Town Administrator Recommended Budget **does not assume a reduction in the budget presentation of the Holliston Public Schools for an FY2023 budget of \$38,895,279 (increase of \$1,796,756, or 4.84%)** though it can be unequivocally stated that this increase is not workable in a total budget picture for FY2023 and beyond, without reductions or alternatives stated below.

The 5-Year Revenue vs. Budget Projection (page 11) clearly illustrates that this level of annual budget increase is not sustainable over time, and the Town is facing budget shortfalls in future years without mitigating this trend now in one of two ways.

Education Costs						
	FY2019	FY2020	FY2021	FY2022	3-Mar-22	5-Yr. Ave.
	BUDGET	BUDGET	BUDGET	BUDGET	FY2023	Increase
					PRESENTED	Annualized
HPS BUDGETS	33,632,813	34,947,263	35,139,715	37,098,523	38,895,279	
<i>\$ Increase from PY</i>	954,293	1,314,450	192,452	1,958,808	1,796,756	1,243,352
<i>% Increase from PY</i>	2.92%	3.91%	0.55%	5.57%	4.84%	3.56%

Two (2) alternatives to address the concern of resources allocation being overly focused on one area of government (schools) in the FY2023 Operating Budget are: **(1) an operational override for approximately \$250,000 to meet the current request of a 4.84% increase or (2) a budget reduction of at least \$185,000 to achieve a maximum increase of 4.35% from FY2022 to FY2023.** Failing to either reduce the March 3, 2022 presented request of \$38,895,279, or request an override, would continue to hinder the Town’s ability to keep up with the needs of public safety and/or public works (below), or shift the required override request to those parties.

2. Addressing Public Safety & Public Works Needs – The Town Administrator Recommended Budget cannot be balanced for long-term solvency with the 26th Police Officer request (A, below) and Ground Division request (B, below), despite the clear need for these positions.

Below are the itemized net costs of these two requests to be included in the FY2023 Omnibus Budget presented to Town Meeting, provided that assumptions change after the time the Town Administrator Budget is disseminated (March 4, 2022):

A. Holliston Police Department – 26th Police Officer – the total cost of this request is seen in the HPD budget (01210) for regular salaries and educational incentive (\$86,405) and also the Benefits budget (01914), for a total impact to the FY2023 Town Administrator Recommended budget of approximately \$105,000. If this request not funded in the FY2023 budget, an alternative would be an override request at the October 2022 Fall Town Meeting for a 26th and 27th Officer to keep on track with the Police Department’s strategic plan.

FY2023 HPD Request - 26th Police Officer			Dept. Req.
Category	Object	Description	Fiscal Year
			2023
Police (01210)	51112	Regular Salaries	76,655
Police (01210)	51900	Educational Incentive	8,500
Police (01210)	51901	Uniform Allowance	1,250
Benefits (01914)	51750	Health Insurance (+1 FTE)	19,167
Gross FY2023 Impact			105,572

B. DPW Grounds Division – *Supporting service needs of Town, Schools and Parks & Recreation* – with a recurring revenue offset from the Recreation Revolving Fund to the General Fund of at least \$25,000 and a one-time offset from ARPA of \$75,000, plus a reduction in the Parks & DPW departmental budgets

of \$21,313, the Grounds Division’s increase to the DPW Highway budget (01420) of \$178,813 would equate to a net impact to the FY2023 Town Administrator Recommended Budget of \$78,188. (See Appendix B, page 116, for full analysis in a Town Administrator memo dated March 3, 2022).

FY2023 Grounds Division Request - Revenue & Expenditure			Level Service Budget Req. Fiscal Year 2023	Ground Div Budget Fiscal Year 2023	Fiscal Year Impact 2023
Category	Object	Description			
DPW Hwy (01420)	51118	Foreman - One (1) Additional	-	60,000	60,000
DPW Hwy (01420)	51112	Current Grounds Supervisor	58,588	58,588	-
DPW Hwy (01420)	51112	Regular Salaries - Two (2) Laborers	-	82,000	82,000
DPW Hwy (01420)	52411	Fuel System	10,000	3,500	(6,500)
DPW Hwy (01420)	52425	Daily Maintenance	25,000	20,000	(5,000)
P&R (01650)	52400	Buildings & Grounds Maintenance	9,813	-	(9,813)
Benefits (01914)	51750	Health Insurance (+3 FTE)	19,167	76,668	57,501
Increased Net Costs for FY2023			122,568	300,756	178,188
Local Receipts	Other Charges for Services (Rec. Revolving)		-	(25,000)	(25,000)
Local Receipts	Other Charges for Services (Rec. Revolving, via ARPA)		-	(75,000)	(75,000)
Increased Net Revenue for FY2023			-	(100,000)	(100,000)
Gross FY2023 Impact			122,568	200,756	78,188

C. Building Department’s Revolving Fund is used to offset the tax impact in FY2023 with a contribution to the General Fund, reflected in Local Receipts. The cost of health care is reflected in the Benefits budget (01914), so shifting this position entirely to the Revolving Fund would further reduce the FY2023 impact by reducing the Benefits budget by approximately \$20,000.

3. Capital Expenditure Fund – The FY2023 Town Administrator Recommended Budget makes progress towards the CapEx policy (to fund 3% of the Omnibus Budget), but does not achieve the target. At \$1.875 million proposed for FY2023, the Town achieves 2.89%, up from the 2.75% achieved in FY2022. Further reducing the \$1.875 million moves the Town further away from target, but can close smaller budget gaps in the short-term. The Town currently projects to spend approximately \$2 million from the CapEx fund in Capital Budgets for May and October 2022.

These **Budget Reductions or Alternatives** will impact not only the FY2023 Budget, but also the FY2024 Budget and beyond, and will ultimately require an agreement/understanding of all parties – Town Administrator, Select Board, Finance Committee, School Committee, Town Meeting – on how short-term funding can bridge the gap in FY2023 with a collective focus on sustainable long-term resource allocation.

Section VI: Remaining Issues or Unknowns at the Time of Print (March 4, 2022)

The draft warrant for May 2022 Annual Town Meeting has not been finalized – open through March 21st and not in print until April – and therefore a possibility remains that requests for property-tax financing may need to be weighed against the FY2023 Town Administrator Recommended Budget, as presented. The deadline for ballot questions (such as an override request) on the May 2022 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 an attempt to get as close to 3% of Omnibus Budget as possible, per the Financial Policies adopted by the Select Board and Finance Committee in late 2021.

Requests for tax-supported warrant articles should be encouraged to wait until the October 2022 Fall Town Meeting, unless the issue is needed for the health and safety of residents.

Conclusion

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

cc:	Select Board	Mary Bousquet
	Finance Committee	Sharon Emerick
	School Committee	Department/Division Managers

FY2023 Budget Process & Schedule

Revised

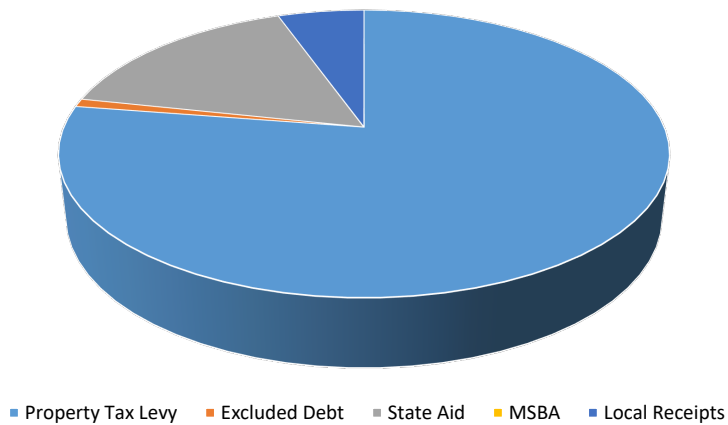
- **FY2023 Budget Preparation Packet – Departments/Boards/Committees** **Dec. 6, 2021**
- **Departmental Requests Received by Town Administrator** **Jan. 21, 2022**
- **Holliston Public Schools Budget Presentation** **Feb. 17, 2022**
Budget presentation updated on March 3, 2022
- **Town Administrator Recommended Budget** **March 4, 2022**
- **Select Board Recommended Budget** **March 21, 2022**
Select Board budget review schedule included in FY2023 Budget Preparation Packet; weekly from January 18, 2022 to March 7, 2022
- **Finance Committee Recommended budget** **April 12, 2022**
Finance Committee budget review schedule included in FY2023 Budget Preparation Packet; weekly from January 18, 2022 to March 29, 2022
- **Town Meeting Approval of Budget** **May 9, 2022**

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

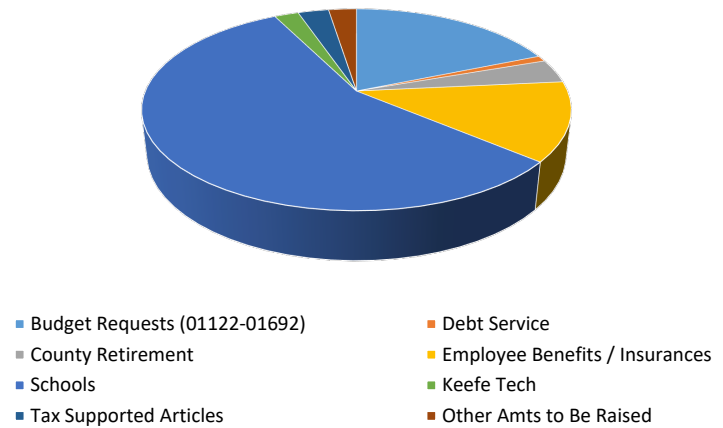
FY2023 Revenue vs. Expenditures (Projections)

	FY18	FY19	FY20	FY21	FY22	FY23	Chg (\$)	Chg (%)	FY23	FY23 Chg.
<u>Revenue</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Tax Recap</u>	<u>Projected</u>	<u>FY22-23</u>	<u>FY22-23</u>	<u>Projected TA</u>	<u>Proj. to TA</u>
Property Tax Levy	43,594,740	45,032,722	47,377,103	49,244,454	51,389,656	53,328,660	1,939,004	3.77%	53,328,660	-
Excluded Debt	2,880,062	2,830,376	2,797,416	1,818,566	1,437,788	627,574	(810,214)	-56.35%	627,574	-
State Aid	9,112,715	9,201,436	10,410,654	10,419,725	10,525,254	11,145,411	620,157	5.89%	11,145,411	-
MSBA	2,184,016	2,184,017	2,184,017	951,513	951,517	-	(951,517)	-100.00%	-	-
Local Receipts	4,344,694	4,735,665	4,410,725	4,718,563	3,501,332	3,698,357	197,025	5.63%	3,754,457	56,100
Subtotal GF Revenue	62,116,227	63,984,216	67,179,915	67,152,821	67,805,547	68,800,002	994,455	1.47%	68,856,102	56,100
<u>Expenditures</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Tax Recap</u>	<u>Dept. Req.</u>	<u>FY22-23</u>	<u>FY22-23</u>	<u>FY23 TA Rec.</u>	<u>FY23 Chg. Dept. Req. to TA Rec.</u>
Budget Requests (01122-01692)	9,690,935	10,000,079	10,630,269	11,396,801	12,294,316	13,202,330	908,014	7.39%	12,922,912	(279,418)
Debt Service	5,463,873	5,385,553	5,292,868	3,012,553	2,405,138	627,574	(1,777,564)	-73.91%	627,574	-
County Retirement	1,853,061	1,961,571	2,010,385	2,144,455	2,375,731	2,607,227	231,496	9.74%	2,607,227	-
Employee Benefits / Insurances	7,198,809	7,291,033	7,317,347	7,844,675	8,463,379	8,823,333	359,954	4.25%	8,706,333	(117,000)
Holliston Public Schools*	32,678,520	33,110,115	34,947,263	35,139,715	37,098,523	38,895,279	1,796,756	4.84%	38,895,279	-
Keefe Tech	978,807	1,204,273	1,252,946	1,214,357	1,421,995	1,493,095	71,100	5.00%	1,493,095	-
Tax Supported Articles	1,048,100	1,300,000	1,761,000	2,243,740	1,988,500	1,970,000	(18,500)	-0.93%	1,875,000	(95,000)
Other Amts to Be Raised	1,806,579	1,658,763	1,817,829	1,915,926	1,757,779	1,726,959	(30,820)	-1.75%	1,726,959	-
	60,718,684	61,911,387	65,029,907	64,912,222	67,805,361	69,345,796	1,540,435	2.27%	68,854,378	(491,418)
<i>*HPS Budget not voted as of March 4, 2022</i>						Projected Surplus / Deficit	(545,794)		1,724	

FY2023 Estimated Revenues



FY2023 Operating Budget Requests/Recommendations



REVENUE & EXPENDITURE DETAIL HISTORY								FY2023 TA Adjustments		5-Year Revenue to Budget Projection						
REVENUE	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Tax Recap	FY23 Projected	Chg (\$) FY22-23	Chg (%) FY22-23	FY23 TA Rec.	Proj. to TA Chg. (\$)	Assumption	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	
PROPERTY TAX LEVY																
R1	Tax Levy (Prop. 2.5 & New Growth)	45,032,722	47,377,103	49,244,454	51,389,656	53,328,660	1,939,004	3.77%	53,328,660	-	2.5% + NG	54,986,877	56,686,549	58,428,712	60,214,430	62,044,791
R2	Excluded Debt Service	2,830,376	2,797,416	1,818,566	1,437,788	627,574	(810,214)	-56.35%	627,574	-	Schedule	373,650	358,650	343,650	333,650	183,400
	Subtotal Tax Levy Revenue	47,863,098	50,174,519	51,063,020	52,827,444	53,956,234	1,128,790	2.14%	53,956,234	-	Tax Levy Proj.	55,360,527	57,045,199	58,772,362	60,548,080	62,228,191
STATE AID																
R3	Cherry Sheet (Ch. 70 & UGGA)	9,201,436	10,410,654	10,419,725	10,525,254	11,145,411	620,157	5.89%	11,145,411	-	2.92% (CAGR)	11,471,311	11,806,740	12,151,978	12,507,310	12,873,033
R4	MSBA (old methodology)	2,184,017	2,184,017	951,513	951,517	-	(951,517)	-100.00%	-	-	Schedule	-	-	-	-	-
	Subtotal State Aid	11,385,453	12,594,671	11,371,238	11,476,771	11,145,411	(331,360)	-2.89%	11,145,411	-	State Aid Proj.	11,471,311	11,806,740	12,151,978	12,507,310	12,873,033
LOCAL RECEIPTS																
R5	MV Excise	2,512,954	2,449,171	2,668,147	2,125,000	2,200,000	75,000	3.53%	2,200,000	-	2.0%	2,244,000	2,288,880	2,334,658	2,381,351	2,428,978
R6	Penalties & Interest	148,727	119,814	191,453	125,000	120,000	(5,000)	-4.00%	120,000	-	2.0%	122,400	124,848	127,345	129,892	132,490
R7	PILOT	42,182	44,266	45,147	30,000	40,000	10,000	33.33%	40,000	-	2.0%	40,800	41,616	42,448	43,297	44,163
R8	Solid Waste Fees	61,080	74,734	98,235	60,000	60,000	0.00%	60,000	-	2.0%	61,200	62,424	63,672	64,946	66,245	
R9	Other Charges for Services	176,262	185,076	225,951	140,000	145,000	5,000	3.57%	145,000	52,100	2.0%	147,900	150,858	153,875	156,953	160,092
R10	Fees	443,060	457,431	170,935	100,000	150,000	50,000	50.00%	150,000	-	Flat	150,000	150,000	150,000	150,000	150,000
R11	Rentals (Pinecrest)	60,000	60,000	60,000	60,000	60,000	-	0.00%	60,000	-	Flat	60,000	60,000	60,000	60,000	60,000
R12	Other Dept. Revenue (incl. Ambulance)	396,351	343,888	400,473	280,000	280,000	-	0.00%	280,000	-	Flat	280,000	280,000	280,000	280,000	280,000
R13	Licenses & Permits	553,396	406,284	705,534	350,000	405,000	55,000	15.71%	409,000	4,000	2.0%	413,100	421,362	429,789	438,385	447,153
R14	Fines & Forfeits	49,552	38,455	17,822	12,000	17,500	5,500	45.83%	17,500	-	Flat	17,500	17,500	17,500	17,500	17,500
R15	Investment Income	163,673	165,305	33,382	25,000	25,000	-	0.00%	25,000	-	Flat	25,000	25,000	25,000	25,000	25,000
R16	Medicaid Reimbursement	86,089	39,964	86,047	35,000	40,000	5,000	14.29%	40,000	-	Flat	40,000	40,000	40,000	40,000	40,000
R17	Miscellaneous Recurring	42,339	26,337	15,437	9,332	5,857	(3,475)	-37.24%	5,857	-	Flat	-	-	-	-	-
R18	Solar	-	-	-	150,000	150,000	-	0.00%	150,000	-	Lease (Proj.)	431,200	431,200	431,200	431,200	431,200
	Subtotal Local Receipts	4,735,665	4,410,725	4,718,563	3,501,332	3,698,357	197,025	5.63%	3,754,457	56,100	Local Receipt Proj.	4,033,100	4,093,688	4,155,488	4,218,524	4,282,820
WATER ENTERPRISE FUND																
R19	Water Rate Revenue	2,241,087	2,296,197	2,281,151	2,513,721	3,120,029	606,308	24.12%	3,120,029	-	Rate	3,023,076	3,061,025	3,106,427	2,877,117	2,938,133
OTHER AVAILABLE FUNDS																
R20	Free Cash	3,022,466	2,867,104	2,854,475	3,451,500	-	(3,451,500)	-100.00%	-	-	No Assump.	-	-	-	-	-
R21	Capital Expenditure Fund	1,341,460	2,433,627	3,411,409	2,274,877	-	(2,274,877)	-100.00%	-	-	No Assump.	-	-	-	-	-
R22	Community Preservation	463,500	952,822	540,420	275,812	-	(275,812)	-100.00%	-	-	No Assump.	-	-	-	-	-
R23	Other	-	-	-	254,461	-	(254,461)	-100.00%	-	-	No Assump.	-	-	-	-	-
	Subtotal - Other Available	4,827,426	6,253,553	6,806,304	6,256,650	-	(6,256,650)	-100.00%	-	-	No Assump.	-	-	-	-	-
TOTAL REVENUE / AVAILABLE FUNDS		71,052,729	75,729,665	76,240,276	76,575,918	71,920,031	(4,655,887)	-6.08%	71,976,131	56,100	REVENUE PROJ.	73,888,014	76,006,652	78,186,255	80,151,031	82,322,177

EXPENDITURE	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Tax Recap	FY23 Dept. Req.	Chg (\$) FY22-23	Chg (%) FY22-23	FY23 TA Rec.	Dept. Req. to TA Rec.	Assumption	FY24 Projected	FY25 Projected	FY26 Projected	FY27 Projected	FY28 Projected	
GENERAL GOVERNMENT																
E1	General Government	1,844,221	1,888,513	2,207,234	2,183,951	2,307,437	123,486	5.65%	2,290,379	(17,058)	2.5%	2,347,638	2,406,329	2,466,488	2,528,150	2,591,354
E2	Public Safety	3,847,769	4,071,209	4,188,548	4,815,249	5,111,876	296,627	6.16%	5,028,426	(83,450)	2.5%	5,154,136	5,282,990	5,415,065	5,550,441	5,689,202
E3	Education	34,314,388	36,200,209	36,354,072	38,520,518	40,388,374	1,867,856	4.85%	40,388,374	-	3.25%	41,700,996	43,056,278	44,455,607	45,900,415	47,392,178
E4	Land Use	294,337	331,451	308,071	354,318	415,562	61,244	17.29%	427,747	12,185	2.5%	438,440	449,401	460,636	472,152	483,956
E5	Public Works	1,739,242	1,672,157	1,920,392	1,992,562	2,291,840	299,278	15.02%	2,102,347	(189,493)	2.5%	2,154,906	2,208,779	2,263,998	2,320,598	2,378,613
E6	Facilities Management (Town-side)	140,522	164,684	215,726	274,885	291,749	16,864	6.13%	285,224	(6,525)	2.5%	292,355	299,663	307,155	314,834	322,705
E7	Solid Waste (Muni. Trash)	1,027,896	1,262,685	1,274,518	1,318,183	1,376,118	57,935	4.40%	1,376,118	-	2.5%	1,410,521	1,445,784	1,481,929	1,518,977	1,556,951
E8	Health & Human Services (BOH, COA, YFS, Vets)	491,521	600,768	642,118	685,431	700,845	15,414	2.25%	703,285	2,440	2.5%	720,867	738,889	757,361	776,295	795,702
E9	Library	498,627	509,852	514,201	527,808	560,512	32,704	6.20%	562,028	1,516	2.5%	576,079	590,481	605,243	620,374	636,883
E10	Parks & Recreation	115,944	128,950	125,993	141,929	146,390	4,461	3.14%	147,358	968	2.5%	151,042	154,818	158,688	162,656	166,722
E11	Debt Service	5,385,553	5,292,868	3,012,553	2,405,138	627,574	(1,777,564)	-73.91%	627,574	-	Schedule	373,650	358,650	343,650	333,650	183,400
E12	County Retirement	1,961,571	2,010,385	2,144,455	2,375,731	2,607,227	231,496	9.74%	2,607,227	-	6.00%	2,763,661	2,929,480	3,105,249	3,291,564	3,489,058
E13	Employee Benefits / Insurances	7,291,033	7,317,347	7,844,675	8,463,379	8,823,333	359,954	4.25%	8,706,333	(117,000)	5.00%	9,133,242	9,581,286	10,051,517	10,545,039	11,063,010
E14	Warrant Articles (Tax Supported)	1,300,000	1,761,000	2,243,740	1,988,500	1,970,000	(18,500)	-0.93%	1,875,000	(95,000)	2.5%	2,029,100	2,089,973	2,152,672	2,217,252	2,283,770
	Subtotal	60,252,624	63,212,078	62,996,296	66,047,582	67,618,837	1,571,255	2.38%	67,127,419	(491,418)	Budget Proj.	69,246,633	71,592,802	74,025,258	76,552,396	79,032,505
E15	Water Enterprise Fund	2,241,087	2,296,197	2,312,475	2,513,721	3,120,029	606,308	24.12%	3,120,029	(0)	Rate Proj.	3,023,076	3,061,025	3,106,427	2,877,117	2,938,133
E16	Warrant Articles (non-Tax Supported)	4,827,426	6,253,553	6,806,304	6,256,650	-	(6,256,650)	-100.00%	-	-	No Assump.	-	-	-	-	-
OTHER AMOUNTS TO BE RAISED																
E17	Cherry Sheet Charges	504,923	748,503	720,111	703,461	593,705	(109,756)	-15.60%	593,705	-	7.9% CAGR	640,691	691,395	746,113	805,160	868,881
E18	Cherry Sheet Offsets	825,680	727,036	683,936	690,704	783,254	92,550	13.40%	783,254	-	-	730,183	680,707	634,584	591,587	551,502
E19	Overlay	328,160	342,290	511,879	363,614	350,000	(13,614)	-3.74%	350,000	-	-	353,707	357,454	361,240	365,066	368,933
	Subtotal	1,658,763	1,817,829	1,915,926	1,757,779	1,726,959	(30,820)	-1.75%	1,726,959	-	Other Proj.	1,724,581	1,729,556	1,741,937	1,761,813	1,789,316
TOTAL TO BE RAISED / EXPENDITURE		68,979,900	73,579,657	74,031,001	76,575,732	72,465,825	(4,109,907)	-5.37%	71,974,407	(491,418)	EXPEND. PROJ.	73,994,290	76,383,383	78,873,622	81,191,326	83,759,953

All Departmental Requests Received (March 4, 2022) - CURRENT SURPLUS / DEFICIT (545,794)

1,724

5-Year PROJ. (106,276) (376,731) (687,367) (1,040,295) (1,437,776)

Town of Holliston
FY23 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. 11) 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. This exercise is simply intended to add context, especially when short-term solutions are found to help “phase-in” a request.

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 FY2023 Town Administrator Recommended budget, taxes account for 78.25% of all estimated General Fund operating revenue. In FY2022, 86.22% of Tax Levy was attributed to residential properties, with CIP (Commercial, Industrial, Personal Property) making up the other 13.78% of Levy.

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

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

The total Tax Levy for FY2023 is estimated in the Town Administrator Recommended Budget to be \$53,328,660 (before excluded debt service), which is the prior year’s Levy Limit (\$51,710,888) with an additional 2.5% (\$1,292,772) and a FY2023 New Growth estimate of \$325,000. The Town has also previously approved a Debt Exclusion for borrowing that allows for taxation outside of Prop. 2 ½ and this adds \$627,574 in FY2023, meaning that the total Tax Levy (with

excluded debt service) to be raised is estimated at \$53,956,234. Using a the valuation of all taxable property from FY2022 (\$3.04 billion), this total Tax Levy (with excluded debt service) would result in a tax rate of \$17.75 per 1,000. This is subject to change with updated property values, and/or changes to other revenue assumptions.

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 item to monitor in relation to State Aid is 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 FY2023 Revenue Estimate), which is then revised as the budget moves through the House, Senate and Committee, and back to the Governor for final approval and signature. The State’s FY2021 and FY2022 budget processes were significantly impacted by COVID-19 when it comes to calendar, but the FY2023 budget process projects to follow a traditional schedule.

The Town Administrator Recommended FY2023 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 2022 Fall Town Meeting, before the Tax Rate Setting process is completed in November/December of the 2022.

The FY2023 estimate for State Aid (\$11,145,411) is 16.16% of total revenue assumptions for the fiscal year, an increase of \$620,157. However, the Offsets and Charges reduce the net impact of State Aid (estimate of -\$1,376,959 total for FY2023) remaining relatively flat. Therefore, projected net State Aid, when removing Offsets and Charges is \$9,768,452 for FY2023.

- **Chapter 70** – Based on the Education Reform Act of 1993, and subsequent amendments, the Chapter 70 program is a formula-based initiative to provide critical financial support to local school districts. The program also established minimum spending levels by the district. While the Chapter 70 program was overhauled based on the 2019 Student Opportunities Act, the Town did not see a noticeable change beyond normal growth, until the current FY2023 projection which was impacted by the Town’s change to its Full Day Kindergarten program – removing the fee-based structure and increasing the enrollment calculation by approximately 100 students. The initial costs of changing the FDK model from fee-based were covered by the Town’s ARPA funding, and the change in Chapter 70 formula now appears to be sustainable in this new paradigm, meaning that future increases to Chapter 70 will be compounded on this larger base figure.
- **UGGA** – The unrestricted aid amount is usually tied to forecasted revenue growth at the State level. The FY2023 proposed funding for communities increased by 2.7% in the Governor’s proposal (\$1,747,914, or \$45,953 increase), but there is discussion of increasing this through the House and Senate to relieve budget constraints of cities and towns.
- **Other State Aid** – examples:
 - Veterans’ Benefits – Under Chapter 115, Section 6, municipalities receive a 75% State reimbursement on the total expenditures made on veterans’ benefits.
 - Exemptions for Veterans, Blind Persons, Surviving Spouses: Town receives reimbursement for property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elder persons.

Local Receipts

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

The Local Receipts category presents the Town an opportunity (generally under specific statutes) to generate revenues other than real estate and personal property taxes. These include categories such as Motor Vehicle Excise, Payments in Lieu of Taxes, Charges for Services, Fees, Licenses and Permits, Penalties & Interest, Investment Income, Fines & Forfeits, and other miscellaneous income. Some categories are determined by State statute, while others are determined by local by-laws. Local receipts are estimated to be \$3,698,357, or 5.38% of total FY2023 revenue. This represents a \$197,025 (or 5.63%) increase from FY2022 to FY2023, with a few specific risk factors discussed below:

Motor Vehicle Excise

Motor Vehicle Excise (MVE) is a locally imposed annual tax assessed to owners of motor vehicles registered/principally garaged to addresses within the Town of Holliston (MGL Ch. 60A). The excise tax rate is set by statute at \$25 per \$1,000 of vehicle value based on a sliding scaled determined by the manufacturer's list price (MSRP) and year of the vehicle. MVE is historically the greatest and most dependable local receipt in most communities, including Holliston. The FY2023 projection of \$2,200,000 is a \$75,000 (or 3.53%) increase from FY2022, and comfortably below the 5-year average for FY2018-2021 actuals of \$2,480,297. This category always presents a risk, as the revenue is not collected until the end of Q3 of the fiscal year, and if the Town were not to reach its assumed revenue target, there would be limited options in March to make up for a revenue shortfall. MVE is just under 60% of the total Local Receipts category in FY2023.

Penalties & Interest on Taxes and Excise

The Town receives interest and charges on overdue taxes. Interest rates are set for overdue real and personal property taxes, tax title accounts, 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 FY2023 estimate is \$120,000.

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 generally related to several properties that are considered HUD Housing. The FY2023 estimate is \$40,000.

Solid Waste Fees

Curbside pickup is paid for through the Omnibus Budget is contracted with Harvey's. Outside of the normal waste stream, other waste can arranged with [trash stickers](#) handled through the Treasurer/Collectors Office. The FY2023 estimate is \$60,000, though the Town is entering the final year of a 5-year contract and any changes to the agreement may impact this Local Receipt category in FY2024 and beyond.

Other Charges for Services (DLS "Fees")

The DLS category most closely aligns with Holliston fees. This category has shown steady growth over the last 5 years but is generally considered a high risk category during market downturns. Increase of \$5,000 (3.57%) for FY2023 estimate of \$145,000 is below 5-year average, but in line with low mark for revenue during that period.

Fees (DLS "Miscellaneous")

The DLS category most closely aligns with Holliston's miscellaneous revenue. Historically, revenue from Host Communities Agreements with cannabis companies have been reflected here, but not assumed for the coming fiscal

year because of the volatility of changing regulations from the Cannabis Control Commission (CCC). Additionally, a general fund grant for recycling bins was also reflected in this category in the past 5 years, increasing the 5-year average for revenue in this category. The FY2023 estimate is \$150,000.

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. As part of this spending, the Revolving Fund contributes to the General Fund (in this category) for \$60,000, per year. The FY2023 estimate is \$60,000.

Other Departmental Revenue

The main revenue for this category is Ambulance charges, which was previously handled through a Revolving Fund but was moved to the General Fund with revenue reflected in this category and the expenditures in the Omnibus Budget. The FY2023 estimate is flat at \$280,000.

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 peaked at \$705,534 in FY2021. Currently, FY2022 is still showing a strong trend, but when looking ahead the risk of this category comes with a slowdown in the building market. The FY2023 estimate is an increase of \$55,000 (15.71%) to \$405,000, which is also the actual revenue pulled in during FY2020 (the last full year before COVID-19 impacted the market).

Fines & Forfeits

Collection of court fines that usually come to the Town through the State. The 5 year trend for this category has been a steady decline, but the FY2022 estimate of \$12,000 has been met through Q2, leading to an increase to \$17,500 for FY2023 (increase of \$5,500 or 45.83%). Not a significant risk, but also not a positive trend.

Investment Income

Under Massachusetts General Law: "all monies held in the name of the Town, which are not required to be kept liquid for purpose of distribution, shall be invested in such a manner as to require the payment of interest on the money at the highest possible rate reasonably available." Investment decisions are controlled by the Treasurer/Collector who must consider safety, liquidity and yield. The trend of this category has been impacted by decisions made by the Fed in relation to interest rates, and the Town has adopted a defensive stance to the category, holding the FY2023 estimate flat at \$25,000.

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 FY2023 estimate is \$40,000.

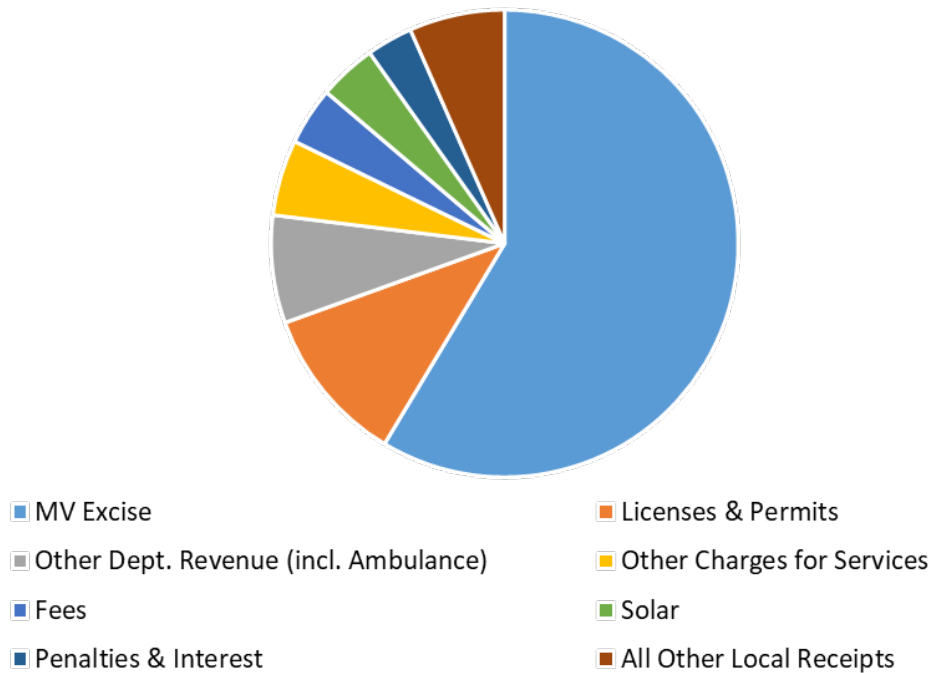
Miscellaneous Recurring

The only funding in this category is specific to bond premium and FY2023 is the final year this will be reflected for a maturing bond. The FY2023 revenue is \$5,857.

Solar

The Town procured an agreement with SolSystems to install and operate a solar project at the Town’s capped/closed dump on Marshall Street, using a ballasted system designed to sit atop (and not pierce) the cap. The project has progressed through various administrative and bureaucratic hurdles, including MassDEP, but is currently waiting for final approval by ISO New England. At the point that the project begins, the Town will receive funds immediately, but the overall agreement will be for 25-years with three sources of revenue: (1) Payment in Lieu of Taxes, or PILOT, (2) Lease of property, and (3) revenue from power generation. The latter will go into a Revolving Fund established by Town Meeting, but the former two sources will go into the General Fund for a total estimated annual amount of \$430,000. The FY2023 estimate is \$150,000, with potential risk if the ISO New England process continues to hold up the process, but significant upside should the Town be able to move forward before the start of FY2023.

FY2023 Local Receipt Assumptions - TA Recommended



FY2023 Town Administrator Recommended Budget - Table of Appropriations

			FY2022 Dept. Req	FY2023 Requested	FY22-23 (\$ Increase	FY22-23 (%) Increase
01122	Select Board	Personnel	287,482	300,616	13,134	4.6%
		Operating	117,133	102,800	(14,333)	-4.9%
		Total	404,615	403,416	(1,199)	-0.3%
01131	Finance Committee	Total	1,525	2,664	1,139	74.7%
01132	Reserve Fund	Total	325,000	325,000	-	0.0%
01135	Town Accountant	Personnel	145,747	150,378	4,631	3.2%
		Operating	34,378	36,450	2,072	0.5%
		Total	180,125	186,828	6,703	3.7%
01141	Board of Assessors	Personnel	212,240	250,792	38,552	18.2%
		Operating	48,440	38,000	(10,440)	-7.4%
		Total	260,680	288,792	28,112	10.8%
01145	Treasurer/Collector	Personnel	303,557	312,429	8,872	2.9%
		Operating	61,798	57,600	(4,198)	-1.6%
		Total	365,355	370,029	4,674	1.3%
01152	Human Resources	Personnel	110,886	114,718	3,832	3.5%
		Operating	-	24,510	24,510	22.1%
		Total	110,886	139,228	28,342	25.6%
01155	Technology	Personnel	112,409	114,451	2,042	1.8%
		Operating	135,786	156,530	20,744	6.4%
		Capital Outlay	46,226	45,976	(250)	-0.5%
		Total	294,421	316,957	22,536	7.7%
01161	Town Clerk	Personnel	163,920	160,973	(2,948)	-1.8%
		Operating	9,890	13,020	3,130	1.9%
		Total	173,810	173,993	183	0.1%
01162	Elections	Personnel	8,635	31,661	23,026	266.7%
		Operating	5,899	15,570	9,671	-41.7%
		Total	14,534	47,231	32,697	225.0%
01171	Conservation Comm.	Personnel	51,468	52,497	1,029	2.0%
		Operating	4,050	4,050	-	-0.1%
		Total	55,518	56,547	1,029	1.9%
01175	Planning Board	Personnel	101,949	103,982	2,033	2.0%
		Operating	3,650	3,650	-	-0.1%
		Total	105,599	107,632	2,033	1.9%
01176	Zoning Board	Personnel	6,680	6,814	134	2.0%
		Operating	4,375	4,375	-	-0.8%
		Total	11,055	11,189	134	1.2%
01182	Economic Dev.	Personnel	-	-	-	0.0%
		Operating	14,067	14,000	(67)	-0.5%
		Total	14,067	14,000	(67)	-0.5%
01199	Sustainability	Total	50,000	50,000	-	0.0%

FY2023 TA Rec.	FY22-23 (\$ Increase	FY22-23 (%) Increase
300,871	13,389	4.7%
102,100	(15,033)	-12.8%
402,971	(1,644)	-0.4%
2,664	1,139	74.7%
325,000	-	0.0%
151,573	5,826	4.0%
36,450	2,072	6.0%
188,023	7,898	4.4%
202,340	(9,900)	-4.7%
58,885	10,445	21.6%
261,225	545	0.2%
314,096	10,539	3.5%
57,600	(4,198)	-6.8%
371,696	6,341	1.7%
116,420	5,534	5.0%
24,510	24,510	100.0%
140,930	30,044	27.1%
116,045	3,636	3.2%
156,530	20,744	15.3%
45,976	(250)	-0.5%
318,551	24,130	8.2%
161,768	(2,152)	-1.3%
13,020	3,130	31.6%
174,788	978	0.6%
31,661	23,026	266.7%
15,570	9,671	163.9%
47,231	32,697	225.0%
59,996	8,528	16.6%
4,050	-	0.0%
64,046	8,528	15.4%
108,038	6,089	6.0%
3,400	(250)	-6.8%
111,438	5,839	5.5%
7,276	596	8.9%
3,875	(500)	-11.4%
11,151	96	0.9%
-	-	0.0%
14,000	(67)	-0.5%
14,000	(67)	-0.5%
50,000	-	0.0%

FY2023 Town Administrator Recommended Budget - Table of Appropriations

			FY2022 Dept. Req	FY2023 Requested	FY22-23 (\$ Increase	FY22-23 (%) Increase
01210	Police	Personnel	2,991,438	3,243,500	252,062	8.4%
		Operating	212,053	221,611	9,558	13.2%
		Capital Outlay	1,435	1,435	-	0.0%
		Total	3,204,926	3,466,546	261,620	8.2%
01211	Auxiliary Police	Total	13,902	16,002	2,100	15.1%
01220	Fire	Personnel	837,534	854,158	16,624	2.0%
		Operating	97,606	98,670	1,064	1.3%
		Capital Outlay	13,608	13,608	-	0.0%
		Total	948,748	966,436	17,688	1.9%
01231	Ambulance	Personnel	423,934	432,331	8,397	2.0%
		Operating	163,150	175,400	12,250	44.0%
		Total	587,084	607,731	20,647	3.5%
01241	Building Inspection	Personnel	150,379	206,694	56,315	37.4%
		Operating	17,700	19,000	1,300	42.8%
		Capital Outlay	-	500	500	0.0%
		Total	168,079	226,194	58,115	34.6%
01291	Emergency Mgmt	Personnel	5,000	5,100	100	2.0%
		Operating	17,589	12,061	(5,528)	-32.9%
		Total	22,589	17,161	(5,428)	-24.0%
01292	Animal Control	Total	38,000	38,000	-	0.0%
01420	DPW (Hwy)	Personnel	843,626	871,639	28,013	3.3%
		*Grounds Div.	-	168,500		
		Operating	307,891	378,956	71,065	759.8%
		Capital Outlay	320,875	320,875	-	0.0%
		Total	1,472,392	1,739,970	99,078	6.7%
01422	Facilities Maint.	Personnel	97,597	99,549	1,952	2.0%
		Capital Outlay	-	-	-	0.0%
		Total	274,885	291,749	16,864	6.1%
01423	Snow & Ice	Personnel	50,000	50,000	-	0.0%
		Operating	200,000	200,000	-	0.0%
		Total	250,000	250,000	-	0.0%
01424	Street Lighting	Total	67,470	99,170	31,700	47.0%
01433	Solid Waste	Total	1,318,183	1,376,118	57,935	4.4%
01440	Wastewater Treatment	Total	97,700	97,700	-	0.0%
01499	Motor Vehicle Fuels	Total	105,000	105,000	-	0.0%
01512	Board of Health	Personnel	160,150	160,160	10	0.0%
		Operating	8,450	8,450	-	0.0%
		Total	168,600	168,610	10	0.0%

	FY2023 TA Rec.	FY22-23 (\$ Increase	FY22-23 (%) Increase
	3,161,063	169,625	5.7%
	214,589	2,536	1.2%
	1,435	-	0.0%
	3,377,087	172,161	5.4%
	16,002	2,100	15.1%
	860,259	22,725	2.7%
	98,670	1,064	1.1%
	13,608	-	0.0%
	972,537	23,789	2.5%
	432,338	8,404	2.0%
	175,400	12,250	7.5%
	607,738	20,654	3.5%
	207,612	57,233	38.1%
	19,000	1,300	7.3%
	500	500	100.0%
	227,112	59,033	35.1%
	5,000	-	0.0%
	12,061	(5,528)	-31.4%
	17,061	(5,528)	-24.5%
	38,000	-	0.0%
	872,166	28,540	3.4%
	373,311	65,420	21.2%
	300,000	(20,875)	-6.5%
	1,545,477	73,085	5.0%
	100,524	2,927	3.0%
	-	-	0.0%
	285,224	10,339	3.8%
	50,000	-	0.0%
	200,000	-	0.0%
	250,000	-	0.0%
	99,170	31,700	47.0%
	1,376,118	57,935	4.4%
	97,700	-	0.0%
	110,000	5,000	4.8%
	161,044	894	0.6%
	8,450	-	0.0%
	169,494	894	0.5%

FY2023 Town Administrator Recommended Budget - Table of Appropriations

			FY2022 Dept. Req	FY2023 Requested	FY22-23 (\$ Increase	FY22-23 (%) Increase	FY2023 TA Rec.	FY22-23 (\$ Increase	FY22-23 (%) Increase
01541	Council on Aging	Personnel	206,668	216,833	10,165	4.9%	218,637	11,969	5.8%
		Operating	54,200	56,700	2,500	5.7%	55,340	1,140	2.1%
		Total	260,868	273,533	12,665	4.9%	273,977	13,109	5.0%
01542	Youth & Family	Personnel	148,304	147,013	(1,291)	-0.9%	148,125	(179)	-0.1%
		Operating	13,226	17,200	3,974	20.6%	17,200	3,974	30.0%
		Total	161,530	164,213	2,683	1.7%	165,325	3,795	2.3%
01543	Veterans' Services	Benefits	50,000	50,000	-	0.0%	50,000	-	0.0%
		Operating	44,433	44,489	56	26.8%	44,489	56	0.1%
		Total	94,433	94,489	56	0.1%	94,489	56	0.1%
01610	Library	Personnel	361,252	378,997	17,745	4.9%	382,632	21,380	5.9%
		Operating	166,556	181,515	14,959	18.7%	179,396	12,840	7.7%
		Total	527,808	560,512	32,704	6.2%	562,028	34,220	6.5%
01650	Parks & Recreation	Personnel	132,174	136,577	4,403	3.3%	137,545	5,371	4.1%
		Operating	9,755	9,813	58	0.6%	9,813	58	0.6%
		Total	141,929	146,390	4,461	3.1%	147,358	5,429	3.8%
01660	Rail Trail	Total	1,000	1,000	-	0.0%	5,000	4,000	400.0%
01692	Celebrations	Total	2,000	2,300	300	15.0%	2,300	300	15.0%
01911	County Retirement	Total	2,375,731	2,607,227	231,496	9.7%	2,607,227	231,496	9.7%
01912	Workers' Comp.	Total	311,589	360,200	48,611	15.6%	360,200	48,611	15.6%
01913	Unemployment	Total	100,000	100,000	-	0.0%	75,000	(25,000)	-25.0%
01914	Employee Benefits	Total	7,731,499	8,026,827	295,328	3.8%	7,934,827	203,328	2.6%
01945	Liability Insurance	Total	320,291	336,306	16,015	5.0%	336,306	16,015	5.0%
		Subtotal - 01122 - 01945	23,133,426	24,632,889	1,330,907	521.4%	24,141,983	1,008,557	4.4%
01300	Holliston Public Schools*	Total	37,098,523	38,895,279	1,796,756	4.8%	38,895,279	1,796,756	4.8%
01371	Keefe Technical*	Total	1,421,995	1,493,095	71,100	5.0%	1,493,095	71,100	5.0%
		Education Subtotal	38,520,518	40,388,374	1,867,856	9.8%	40,388,374	1,867,856	4.8%
01990	Tax Supported Articles	Total	1,988,500	1,970,000	(18,500)	-0.9%	1,875,000	(113,500)	-5.7%
01710	Debt Service	Operating	4,000	4,000	-	0.0%	4,000	-	0.0%
		Debt Service	2,401,138	623,574	(1,777,564)	-74.0%	623,574	(1,777,564)	-74.0%
		Total	2,405,138	627,574	(1,777,564)	-73.9%	627,574	(1,777,564)	-73.9%
		Total - Tax Supported Costs for FY23	66,047,582	67,618,837	1,571,255	2.4%	67,127,419	1,079,837	1.6%

*HPS and Keefe Tech. are presented numbers, not voted by requesting Boards as of March 4, 2022

Town of Holliston
FY23 Select Board – Proposed Budget

SELECT BOARD (01122):

Description of Services

53000 – Professional Services –The Town Administrator is the Chief Administrative Officer (CAO) for the Town, so the professional services (labor counsel) related to collective bargaining and PEC agreement(s) were previously reflected in this budget. With the creation of the Human Resources department, the costs of labor counsel (Brown & Feeley) is being moved to the HR budget (01152-53000) at \$15,000. Non-labor legal costs were rolled under a flat fee with MTC in FY21-22 (agreement now including litigation) which equates to a base figure of \$60,000 per year but offers the Town cost certainty. There are a few specific instances that are not covered under the flat fee and must be accounted for in the budget.

Other professional services for Select Board have included contracted LSP services for 9 Green Street in FY20-21. This cost has transitioned to a separate Warrant Article, but is indicative of the types of services often considered under the professional services line in the Select Board budget.

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.

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 are being made to reflect an increased service level with the new Assistant Town Administrator / HR Director 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.

FY23 Departmental Goals

1. Annual goals established in July by Select Board members
2. Oversee CBAs and PEC agreement(s)
3. Update / Review all Town policies and develop a policy/practice (electronic) handbook
4. Support various long-term planning initiatives currently being spearheaded by the Comprehensive Long-Range Planning Committee / Envisioning Future Holliston and the Governance Committee

Staffing Levels

The staffing of the office has historically been (i.e prior to FY2022) the full-time Town Administrator and a full-time Administrative Assistant (40 hours per week), with a permanent part-time Principal Clerk (30 hours of 35 hour weekly schedule, FTE of 0.86). In FY21, due in part to COVID-19, temporary part-time hours were added to have a “floater” position available for phone coverage and miscellaneous workflow (including meeting minutes).

When the Administrative Assistant position became vacant it was not backfilled. Instead, the Town posted an Assistant Town Administrator / HR Director position which was filled as of Nov. 1, 2021 and is being reflected in FY23 in the Human Resources budget. A crosswalk of the FTE changes from FY21 to FY23 for the Town Administrator’s Office, Human Resources Office, and Treasurer/Collector’s Office is below:

Select Board / Town Admin.	FY2020	FY2021	FY2022	FY2023
Town Administrator	1.00	1.00	1.00	1.00
Assistant TA / HR Director*	-	-	0.50	0.50
Administrative Assistant	1.00	1.00	-	-
Office Manager	0.86	1.00	1.00	1.00
Permanent PT	-	0.45	0.45	0.45
Admin. Support (Town Clerk Floater)	-	-	0.13	0.13
(01122) Subtotal	2.86	3.45	3.08	3.08

**Assistant Town Administrator / HR Director was created in FY22 from the Administrative Assistant position and is split 50/50 with 01152 and 01122 for FY22 and FY23*

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget; changing level of service related to Human Resources (01152)

New Requests Recommended by the Town Administrator: Increased request for communications related to social media efforts, quarterly newsletter, and other new forms of outreach. Non-union personnel adjustments explained in Executive Summary, page 5.

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
SELECT BOARD (01122)										
51100	Administrative Salaries (TA)	127,336	130,550	160,782	168,300	171,666	3,366	2.00%	171,666	-
51100	Administrative Salaries (ATA)				49,000	52,020	3,020	6.16%	52,275	255
51110	Administrative Assistant	68,057	69,758	71,139	-	-	-	0.00%	-	-
51113	Clerical	37,758	40,681	50,522	51,065	55,109	4,044	7.92%	55,109	-
51210	Temporary Part-time	0	0	13,936	18,792	21,546	2,754	14.66%	21,546	-
51400	Longevity	400	400	400	150	150	0	0.00%	150	-
51905	Board Salaries	125	100	125	175	125	(50)	-28.57%	125	-
51000	PERSONAL SERVICES	233,676	241,489	296,904	287,482	300,616	13,134	4.57%	300,871	255
53000	Professional Services	76,298	99,093	102,426	90,700	75,700	(15,000)	-16.54%	75,000	(700)
53006	Prov. Svc. Marshall St Testing	13,729	13,600	21,867	15,000	15,000	0	0.00%	15,000	-
53400	Communications	2,701	2,858	3,267	3,000	3,750	750	25.00%	3,750	-
52000	PURCHASED SERVICES	92,728	115,551	127,560	108,700	94,450	(14,250)	-13.11%	93,750	(700)
54200	Office Supplies	486	549	672	550	600	50	9.09%	600	-
54000	SUPPLIES & MATERIALS	486	549	672	550	600	50	9.09%	600	-
57100	Professional Development	5,150	4,683	5,028	7,883	7,750	(133)	-1.69%	7,750	-
57000	OTHER EXPENSES	5,150	4,683	5,028	7,883	7,750	(133)	-1.69%	7,750	-
TOTAL	SELECT BOARD (01122)	332,040	362,272	430,164	404,615	403,416	(1,199)	-0.30%	402,971	(445)

Town of Holliston
FY23 Human Resources – Proposed Budget

Human Resources (01152):

Description of Services

The primary expenses within the Human Resources budget is personnel services, which represents 92.25% of actual expenditures.

53000 – Professional Services – Labor Counsel Brown & Feeley falls under the professional service lines in the Treasurer’s office and the Select Board. This includes collective bargaining and PEC agreement(s) overseen by the Town Administrator in Chief Administrative Officer (CAO). The Select Board line item for Labor Counsel will move to the HR budget for employment-related matters. The Town is engaging a consultant to conduct a Compensation and Wage Study for positions in grades 50-500 and 4 other administrative grades to ensure competitive wages, which will be completed at the end of FY22.

57100 – Professional Development – The most valued accreditation in the country for Human Resources Management Professionals is the Society of Human Resources Management (SHRM). It requires extensive training and testing to earn the accreditation. It also requires 60 credits of continuing education each year. The funding of \$6,260 includes two annual memberships, offering access to law and employment related databases, news and resources. It also includes accreditation costs to maintain the HR Director’s Senior Certified Professional accreditation. The HR/Benefits Specialist is in the process of earning a professional accreditation in FY22, and this cost is allocated in the Treasurer’s professional development budget. The HR Director will explore lower cost options for eligible credits each year. The Town benefits from accredited HR services to mitigate legal issues, meet state and federal requirements related to employment matters, and deliver a wide range of trainings.

FY22 Departmental Goals – Progress

The Human Resources Department successfully transitioned core responsibilities from the Treasurer’s office to the HR Director and the HR/Benefits Specialist. In early February of 2021, the HR/Benefits Specialist was hired, residing in the Treasurer’s office, and was responsible for all recruitment, hiring and benefits work. She has hired 227 Town and School employees in less than a year and processed 25 retirements.

A crosswalk is included to show the line items in the budget that are transferred from the Treasurer/Collector to the Human Resources Department. Critical to the success of the transition is addressing the compliance requirements outlined in the HR Audit and the DLS Financial Report, and many of these recommendations are now implemented.

This transition has had a positive impact on the workload of the Treasurer’s office, including employee traffic and the reuse of office space. Human Resources now houses and secures all of the permanent personnel records for Town and Schools in an HR-designated vault. This centralized personnel file administration system ensures confidentiality in all processes. All employee business for Town and Schools is now conducted in the HR office, including new hire meetings, reporting, insurance claims, and confidential healthcare discussions.

Managers have already received trainings in HR matters to ensure compliance with state/federal laws. The ATA/Human Resources Director has visited all sites, including schools, and met many employees. Due to the increased COVID protocols and state reimbursement program, HR is now a part of an increasing workflow to administer the program and employee care. Schools are currently experiencing a degree of turnover that has impacted the new HR office. Recruitment for key positions due to retirements and the job market has also been a focus. Succession planning strategies are a top priority.

FY23 Department Goals

1. Complete the Compensation and Wage Study of positions in Grades 50-500
2. Continue to work on the HR-related recommendations in audit reports.
3. Review and update policies and develop an electronic policy/practice handbook.
4. Focus on succession planning strategies to address turnover due to retirements and the job market.

5. Train managers and all employees on policies and employment laws. (State mandated trainings have already begun with Department Head training and Chief Stone training Violence in the Workplace.)

Staffing

Human Resources	FY2020	FY2021	FY2022	FY2023
Assistant TA / HR Director*	-	-	0.50	0.50
HR Benefits Specialist**	-	-	1.00	1.00
(01152) Subtotal	-	-	1.50	1.50

**Assistant Town Administrator / HR Director was created in FY22 from the Administrative Assistant position and is split 50/50 with 01152 and 01122 for FY22 and FY23*

***HR Benefits Specialist position was created in FY21 from the Benefits Clerk position in 01145; with the creation of the HR Dept. in FY22, the position was moved from Treasurer/Collector*

FY22 Assistant Town Administrator (ATA) Goals – Progress

The Town Administrator and the ATA are working closely to achieve goals set forth by the TA and the Select Board. This is a new role for the Town since November 1, 2021, and the ATA is participating in many town-wide initiatives including the Envisioning Future Holliston and the proposed Grounds Division discussions and subcommittee. The ATA is also assigned to an Employee Safety Committee. The ATA is also reviewing communication practices to reach residents and developing new strategies to enhance engagement.

FY23 Assistant Town Administrator Goals

1. Develop the Public Information Officer duties to advance the goals of the TA, Select Board and Town.
2. Building community engagement using different communications tools.
 - a. Create a quarterly newsletter representing all departments.
 - b. Social Media plan for regularly scheduled content.
 - c. Identify additional transparency efforts.
3. Participate in various community projects and groups as needed and assigned.
4. Future grant administration based on current projected opportunities.

Budget Recommendations (Filled out by Town Administrator)

Level Services: Human Resources (01152) as a separate Org # was first defined in FY22, and FY23 will be the first year in which costs are entirely consolidated from Select Board (01122) and Treasurer/Collector (01145). Increases from level service in FY22 to FY23 includes funds for SHRM certification of staff hired during FY22.

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

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

Town of Holliston
FY23 Human Resources – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	HUMAN RESOURCES (01152)									
51100	Administrative Salaries (ATA/HR)	0	0	0	49,000	52,020	3,020	6.2%	52,275	255
51110	Administrative Assistant	0	0	0	61,886	62,698	812	1.3%	64,145	1,447
51000	PERSONAL SERVICES	0	0	0	110,886	114,718	3,832	3.46%	116,420	1,702
53000	Professional Services	0	0	0	-	15,000	15,000	100.0%	15,000	-
53400	Communications	0	0	0	-	750	750	100.0%	750	-
52000	PURCHASED SERVICES	0	0	0	0	15,750	15,750	100.00%	15,750	-
54200	Office Supplies	0	0	0	0	2,500	2,500	100.00%	2,500	-
54000	SUPPLIES & MATERIALS	0	0	0	0	2,500	2,500	100.00%	2,500	-
57100	Professional Development	0	0	0	0	6,260	6,260	100.00%	6,260	-
57000	OTHER EXPENSES	0	0	0	0	6,260	6,260	100.00%	6,260	-
TOTAL	HUMAN RESOURCES (01152)	0	0	0	110,886	139,228	28,342	25.56%	140,930	1,702

Town of Holliston
FY23 Treasurer/Collector – Proposed Budget

Treasurer/Collector (01145):

Description of Services

The Treasurer/Collector’s department is responsible for the billing, collection and reconciliation of all real estate, personal property, and motor vehicle bills. We also sell trash and/or recycling stickers to residents and local stores and provide the seniors with their free trash stickers. We also collect the false alarm fees for the Police Dept. We also receive, reconcile and deposit all funds collected by town and school departments.

Bills Type	FY21	FY22 as of 12/31/21	Comments
Motor Vehicle Bills	17,104	1,424	Lg. commit due 2/22
Personal Property Bills	217	205	Bills collected quarterly
Real Estate Bills	5,834	5,848	Bills collected quarterly
Trash Stickers-Seniors	3,834	1,068	Free
Trash Stickers-Resident	\$4,960	\$3,026	\$2 per sticker
Trash Stickers-Stores	\$82,650	\$38,950	\$475 per roll
Recycling Stickers-Res.	\$3,500	\$2,020	\$20 per sticker
Recycling Stickers-Store	\$7,125	\$2,850	\$475 per toll

We onboard all new employees into the MUNIS payroll system, establishing their wages and deductions and enroll in applicable benefits. We process payroll weekly, bi-weekly and a monthly. We are responsible for the reconciliation of payroll and benefits for all town and school departments. We also receive and reconcile approximately 300 retiree benefit deductions. The following are CY21 statistics.

New Hires	269	Resignations	155
Non-renewals	5	Retirements	25
Terminations	3	Assignments Completed	42
W2s Issued	1,036	1095s Issued	824

The Treasurer/Collector’s office in FY22 began with three principal clerks (one for payroll, taxes and benefits), two assistants (one on the collector side and one on the treasurer side), and the treasurer/collector. In August of 2020, our benefits clerk resigned and the position was repurposed to allow us to hire the town’s first human resources/benefits specialist who started in February of 2021. In November of 2021, our new ATA/HR Director was hired and the human resources/benefits specialist was transferred to the new HR Department. All personnel files that were being maintained in the Treasurer/Collector’s office have been relocated to the Treasurer/HR vault on the lower level of town hall and all onboarding paperwork is being completed by the HR Department along with the review of employee benefits.

In FY23 we will be maintaining the current staffing levels for the office (two principal clerks, two assistants and the treasurer/collector). We are in the process of replacing our Principal Clerk-Taxes because the current clerk was promoted to Assistant Treasurer.

Our departmental goals for FY23 is to continue to provide excellent customer service to the residents of Holliston by providing them a variety of options to conduct business with our office and other departments. Since the pandemic began, we have been working with various departments to allow residents to have the ability to pay for fees and services online. In FY22, the building, board of health, water department, town clerk and the treasurer/collector’s office have online payment options. We will also be working to establishing procedural documentation and cross training for all employees in the treasurer/collector’s office to allow for smooth transitions when an employee is promoted or replaced. My office will also be working closely with the new HR department to define and redefine the processes that connect our two departments.

New in the FY23, there is an equipment purchase. We have an old microfiche machine that needs to be replaced. Employee earnings, real estate and personal property and motor vehicle commitment books are stored on the cartridges that are permanent records that we need to have access to on a regular basis.

Staffing:

Treasurer/Collector	FY2020	FY2021	FY2022	FY2023
Treasurer/Collector	1.00	1.00	1.00	1.00
Assistant Treasurer	1.00	1.00	1.00	1.00
Assistant Collector	1.00	1.00	1.00	1.00
HR Benefits Specialist**	-	1.00	-	-
Principal Clerk - Benefits	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	6.00	6.00	5.00	5.00

***HR Benefits Specialist position was created in FY21 from the Benefits Clerk position in 01145; with the creation of the HR Dept. in FY22, the position was moved from Treasurer/Collector*

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: Non-union personnel adjustments explained in Executive Summary, page 5. A microfiche machine requested under Capital Outlay was moved to the Capital Budget in a separate article for Town Meeting, but is recommended by the Town Administrator.

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

Town of Holliston
FY23 Treasurer/Collector – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY2022 to FY2023	Change (%) FY2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
TREASURER/COLLECTOR										
51100	Administrative Salaries	91,789	100,606	102,144	104,187	106,271	2,084	2.00%	107,938	1,667
51110	Administrative Assistant	91,987	96,200	123,658	107,730	109,082	1,352	1.25%	109,082	-
51113	Clerical Salaries	65,028	113,190	90,767	90,390	95,826	5,436	6.01%	95,826	-
51400	Longevity	250	250	300	250	250	0	0.00%	250	-
51902	Certification Stipend	1,000	1,000	1,000	1,000	1,000	0	0.00%	1,000	-
51000	PERSONAL SERVICES	250,054	311,246	317,869	303,557	312,429	8,872	2.92%	314,096	1,667
53000	Professional Services	19,397	19,434	15,924	25,000	25,000	0	0.00%	25,000	-
53002	Foreclosure-Legal	27,418	18,755	9,715	11,500	10,000	(1,500)	-13.04%	10,000	-
53400	Communications	8,989	7,982	13,139	13,298	13,600	302	2.27%	13,600	-
52000	PURCHASED SERVICES	55,804	46,171	38,778	49,798	48,600	(1,198)	-2.41%	48,600	-
54200	Office Supplies	3,581	4,527	4,050	5,000	5,000	0	0.00%	5,000	-
54000	SUPPLIES & MATERIALS	3,581	4,527	4,050	5,000	5,000	0	0.00%	5,000	-
57100	Professional Development	1,264	1,314	1,204	7,000	4,000	(3,000)	-42.86%	4,000	-
57000	OTHER EXPENSES	1,264	1,314	1,204	7,000	4,000	(3,000)	-42.86%	4,000	-
TOTAL	TREASURER/COLLECTOR (01145)	310,703	363,258	361,901	365,355	370,029	4,674	1.28%	371,696	1,667

Appendix A

Summary of Personnel for Select Board (01122), Human Resources (01152) and Treasurer/Collector (01145)

Crosswalk of personnel changes between three departments from FY2020 to the FY2023 Requested Budgets

Select Board / Town Admin.	FY2020	FY2021	FY2022	FY2023
Town Administrator	1.00	1.00	1.00	1.00
Assistant TA / HR Director*	-	-	0.50	0.50
Administrative Assistant	1.00	1.00	-	-
Office Manager	0.86	1.00	1.00	1.00
Permanent PT	-	0.45	0.45	0.45
Admin. Support (Town Clerk Floater)	-	-	0.13	0.13
(01122) Subtotal	2.86	3.45	3.08	3.08
Human Resources	FY2020	FY2021	FY2022	FY2023
Assistant TA / HR Director*	-	-	0.50	0.50
HR Benefits Specialist**	-	-	1.00	1.00
(01152) Subtotal	-	-	1.50	1.50
Treasurer/Collector	FY2020	FY2021	FY2022	FY2023
Treasurer/Collector	1.00	1.00	1.00	1.00
Assistant Treasurer	1.00	1.00	1.00	1.00
Assistant Collector	1.00	1.00	1.00	1.00
HR Benefits Specialist**	-	1.00	-	-
Principal Clerk - Benefits	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	6.00	6.00	5.00	5.00
TOTAL - TA, HR, T/C	8.86	9.45	9.58	9.58

**Assistant Town Administrator / HR Director was created in FY22 from the Administrative Assistant position and is split 50/50 with 01152 and 01122 for FY22 and FY23*

***HR Benefits Specialist position was created in FY21 from the Benefits Clerk position in 01145; with the creation of the HR Dept. in FY22, the position was moved from Treasurer/Collector*

Town of Holliston
FY23 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 current fiscal year (FY22) to a “floater” position that is located in the Town Clerk’s Office and supports the Town Administrator’s Office as well as producing minutes for the Finance Committee. Based on this model’s use in FY22, the budget is increased to capture full cost in FY23.

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	FINANCE COMMITTEE									
51113	Clerical Part-time	1,422	-	-	1,220	2,454	1,234	101.15%	2,454	-
51000	PERSONAL SERVICES	1,422	-	-	1,220	2,454	1,234	101.15%	2,454	-
54200	Office Supplies	-	-	-	50	-	(50)	-100.00%	-	-
54000	SUPPLIES & MATERIALS	-	-	-	50	-	(50)	-100.00%	-	-
57100	Professional Development	210	210	210	255	210	(45)	-17.65%	210	-
57000	OTHER EXPENSES	210	210	210	255	210	(45)	-17.65%	210	-
TOTAL	FINANCE COMMITTEE (01131)	1,632	210	210	1,525	2,664	1,139	74.69%	2,664	-

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 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	RESERVE FUND									
57810	Reserve Fund	144,213	56,575	195,112	325,000	325,000	0	0.00%	325,000	-
TOTAL	RESERVE FUND (01132)	144,213	56,575	195,112	325,000	325,000	0	0.00%	325,000	-

Town of Holliston
FY23 Town Accountant – Proposed Budget

Town Accountant (01135):

Description of Services

The breakdown of the proposed budget is as follows:

- 80.5% is personal services (personnel)
- 18.2% is the annual audit
- 1.3% is communications, office supplies and professional development

FY23 Departmental Goals

- Continue to train staff and other departments on the use of Munis
- Work with finance team to update and improve financial policies

Staffing Levels

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

Town Accountant	FY2020	FY2021	FY2022	FY2023
Town Accountant	1.00	1.00	1.00	1.00
Principal Clerk	1.00	1.00	1.00	1.00
(01135) Subtotal	2.00	2.00	2.00	2.00

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget

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

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

Town of Holliston
FY23 Town Accountant – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	TOWN ACCOUNTANT									
51100	Administrative Salaries	90,027	96,621	97,645	99,598	101,590	1,992	2.00%	102,785	1,195
51113	Clerical	17,900	33,547	42,134	45,099	47,738	2,639	5.85%	47,738	-
51400	Longevity	0	0	0	50	50	0	0.00%	50	-
51902	Certification Stipend	0	1,000	1,000	1,000	1,000	0	0.00%	1,000	-
51000	PERSONAL SERVICES	107,927	131,168	140,779	145,747	150,378	4,631	3.18%	151,573	1,195
53000	Professional Services	31,000	32,135	32,000	32,000	34,000	2,000	6.25%	34,000	-
53400	Communications	1,033	1,067	1,120	1,128	1,150	22	1.95%	1,150	-
52000	PURCHASED SERVICES	32,033	33,202	33,120	33,128	35,150	2,022	6.10%	35,150	-
54200	Office Supplies	481	336	523	550	600	50	9.09%	600	-
54000	SUPPLIES & MATERIALS	481	336	523	550	600	50	9.09%	600	-
57100	Professional Development	767	80	155	700	700	0	0.00%	700	-
57000	OTHER EXPENSES	767	80	155	700	700	0	0.00%	700	-
TOTAL	TOWN ACCOUNTANT (01135)	141,208	164,786	174,577	180,125	186,828	6,703	3.72%	188,023	1,195

Town of Holliston
FY23 Board of Assessors – Proposed Budget

Board of Assessors (01141):

Description of Services

51100 – Professional Services – The primary expenses within the Board of Assessors’ budget fall under Personal Services.

FY22 Department Goals – Progress

1. Complete Cyclical (making sure all properties are valued each decade.) As of December 31, a contractor has completed 331 property inspections, with the remaining 273 to be completed by June 30 within the allocated budget.
2. Transition from retiring Principal Assessor to newly appointed successor.
3. Hire new Assistant Assessor and begin training.

FY 23 Departmental Goals

1. Establish plans on how all Directives will be cured.
2. Provide appropriate training for staff
3. Cross-train staff on all departmental operations
4. Balance Principal Assessor’s workload with Assistant Assessor
5. Create a designated Field Data Collector position to handle increased and backlogged work and ensure all data are up to date.

Staffing Levels

Around 2005, this office lost a half-time position. Since then, we have had the full-time Principal Assessor, full-time Assistant Assessor (35 hours per week) and two part-time Principal Clerks (19.5 hours per week each, FTE = 1.0). This level is insufficient to do everything that the state requires. We cannot recommend going forward as is. See Justification below.

Board of Assessors	FY2020	FY2021	FY2022	FY2023
Principal Assessor	1.00	1.00	1.00	1.00
Administrative Assessor	1.00	1.00	1.00	1.00
Field Technician (Request)	-	-	-	1.00
PT Clerk	0.48	0.48	0.48	0.48
PT Clerk	0.48	0.48	0.48	0.48
(01141) Subtotal	2.96	2.96	2.96	3.96

Departmental Budget Request: please note there are two proposed budgets models presented; model one is a budget with a proposed part-time, contract position for Field Data Collector, and model two is for a fulltime employee for that same position.

The new position.

In the FY21 certification, the MA Department of Revenue identified five specific directives (attached) that must be accomplished no later than Fiscal Year 2025. These directives demonstrate where some work has been deferred to keep up with the critical work of valuation and setting the tax rate.

The staff has worked diligently to meet the immediate demands so that the Town could send out tax bills and generate revenue, but the office has not had the resources to handle absolutely everything required. We cannot continue in this fashion.

The **Field Data Collector** would be in the field “measuring and listing,” pursuing Income/Expense information, inputting data, doing the required inspections of homes just sold (which are backlogged), and more.

Funding the Fulltime Position

Our initial estimate to fund this position is \$49,000 in our budget and an estimated \$15,000 in benefits.

Model 1

- We propose to fund \$3,000 of our PeopleGIS by using the excess funds in our Revolving Account.

The Principal Assessor will be reviewing the fees for creating Abutters Lists to make sure that we are covering actual costs. We are considering a sliding fee depending on how many abutters there are, because we must research ownership of each parcel for accuracy before releasing the list.

Model 2

- By bringing data collection in-house, we will eliminate the \$18,000 shown in Tab 1.
- We will have reduced mapping costs by \$3,000, bringing our fixed costs to \$29,885.
- With an in-house person, we expect to double the number of parcels that can be inspected, thereby increasing new growth.

Justification cont.

The current Assessing staff has not been able to keep pace with the demands given the circumstances as explained herein. We indicated as much last year by asking for \$20,000 in Fiscal Year 2022 to fund the annual cyclical inspections.

I. Workload

FY 2017 through FY 2021:

- Total # of parcels being valued each year rose from 5,956 to 6,053
- The average number of property sales per year rose from 138 to 156 (these numbers refer to valid single family residential sales; we still have to process and analyze each class and rule out invalid sales). Each of these properties is supposed to be reassessed at time of sale. We must improve the timeliness of these reassessments to capture growth as soon as possible.

Calendar years 2017 through 2021:

- The number of building permits issued per year increased from 720 to 1,012. The Assessors inspect new homes and commercial buildings at least once during construction to measure them and to observe quality of construction and then again when an occupancy permit is being issued. Additions and renovations are inspected and measured when construction is completed.
- Each sale or permit can translate into as many as 10 hours of work across all staff, including scheduling multiple inspections, conducting inspections, entering data, reviewing data, flagging growth changes, and analyzing the property value.

Commercial and Industrial Properties and Personal Property

- Commercial and industrial properties should be inspected on an annual basis to ensure accuracy of self-reported data and to pursue data from businesses that do not report.
- Personal property accounts also need to be inspected annually to ensure accuracy of self-reported data and locate new accounts.
- Current staffing levels do not allow this to occur each year. We invested \$30,000 in contract service in FY 21 to capture as much current data as possible. We must maintain and expand that data to maximize that investment.

II. DOR Mandates

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

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

III. FYI – background as needed

Statutory Duties

The Board of Assessors' office is responsible for identifying all taxable real and personal property, its ownership, full and fair cash value, and usage classification. This requires maintenance of an extensive database on each property in the community, which must be reviewed annually for changes in property description, ownership and condition. It also requires an annual analysis of market conditions to adjust values. The Assessors must submit values for review by the Department of Revenue annually, with a full MA Department of Revenue certification being performed every five years.

The Board of Assessors is also responsible for:

- Identifying and calculating any annual "new growth" increase in the levy limit under Proposition 2 ½ and obtaining certification of the amount by the DOR.
- Setting the tax rate and fixing the property tax levy. This requires the preparation of a tax rate recapitulation summary of proposed valuations, expenditures and revenues for the year.

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

Budget Recommendations (Filled out by Town Administrator)

Level Services: The Board of Assessors has requested an additional staff person (Field Technician) to address increased workflow as documented in the narrative above. If the additional staff person cannot be supported in the FY23 budget, the Board of Assessors has requested additional Professional Services capacity to engage consulting services to keep up with workflow.

New Requests Recommended by the Town Administrator: The Town Administrator recommends increasing Professional Services to meet the increased workflow by engaging consulting services.

New Requests Not Recommended by the Town Administrator: The Town Administrator cannot recommend an additional FTE in FY2023 (Field Technician) due to bottom-line budget constraints, but supports continued evaluation of the service model and potential need in FY2024.

Town of Holliston
FY23 Board of Assessors – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	BOARD OF ASSESSORS									
51100	Administrative Salaries	85,992	95,831	97,645	99,598	90,550	(9,048)	-9.08%	90,550	-
51110	Administrative Assistant Field Technician	48,175 0	50,378 0	42,179 0	53,429 0	53,166 49,000	(263)	-0.49%	53,166 -	- (49,000)
51113	Clerical	48,060	45,781	49,066	51,513	53,026	1,513	2.94%	53,574	548
51400	Longevity	200	200	200	200	50	(150)	-75.00%	50	-
51905	Assessors	7,500	7,500	7,500	7,500	5,000	(2,500)	-33.33%	5,000	-
51000	PERSONAL SERVICES	189,927	199,690	196,590	212,240	250,792	38,552	18.16%	202,340	(48,452)
53000	Professional Services	9,755	25,082	17,965	41,540	30,000	(11,540)	-27.78%	50,885	20,885
53400	Communications	3,007	2,783	3,373	3,000	3,000	0	0.00%	3,000	-
52000	PURCHASED SERVICES	12,762	27,865	21,338	44,540	33,000	(11,540)	-25.91%	53,885	20,885
54200	Office Supplies	985	584	479	1,000	1,000	0	0.00%	1,000	-
54000	SUPPLIES & MATERIALS	985	584	479	1,000	1,000	0	0.00%	1,000	-
57100	Professional Development	2,735	3,062	1,126	2,900	4,000	1,100	37.93%	4,000	-
57000	OTHER EXPENSES	2,735	3,062	1,126	2,900	4,000	1,100	37.93%	4,000	-
TOTAL	BOARD OF ASSESSORS (01141)	206,409	231,201	219,533	260,680	288,792	28,112	10.78%	261,225	(27,567)

Town of Holliston
FY23 Technology – Proposed Budget

Technology (01155):

Description of Services	Technology	FY2020	FY2021	FY2022	FY2023
The Primary expenses within the Technology budget is	Director of Information Technology	1.00	1.00	1.00	1.00
Personal Services and Computer Licenses	Temporary PT	-	0.28	0.28	0.28
representing 85% of the actual expenses.	(01155) Subtotal	1.00	1.28	1.28	1.28

51000 Personnel – The IT Department is made up of 1 full time Technology Director and two part-time Remote Meeting IT Technicians. The Remote Meeting Technicians are responsible for moderating night time Committee meetings while day to day operations are handled by the Technology Director.

52000 Purchased Services – The largest line item in the Technology Budget includes \$8,500 for 2 Town Hall copier leases, \$4,000 for the leased Postage Machine, \$600 in Communications for the office phone, \$132,030 for Computer Licenses which includes \$121,890 for Munis and \$3,040 for the website. In addition this year, the \$1200 for Zoom licenses and \$900 for Antivirus software was moved from the Professional Services line to the Computer Licenses line as they are yearly licenses and should be accounted for in the Computer License line. The \$11,200 in Professional Services includes \$150 for Town-owned website Domain registrations, \$3750 for software and hardware support contracts on Town Network equipment as well as \$7300 for new requests (see below).

52000 Purchased Services - New Requests – The Technology Department is submitting for review three new increases in the FY23 Budget. The first request is to increase Professional Services an additional \$7300 to support two initiatives. The first is \$3300 for a network infrastructure contract to better monitor/manage the network. The second request is to support the current goal of providing professional development and IT training for Staff. This request is for \$4000 to purchase an on-line training program and instructor-led classes for Town Staff. Trainings and classes include Office (Excel, Powerpoint, Word, Access), IT Networking, Administration/Managing, and Mechanical/OSHA Training. This request would allot 20 accounts for a year’s worth of training. The last request is to support the Administration’s efforts to increase the use of public communication using Social Media. The Town is legally required to archive all emails and Town associated social media posts. I would request an increase of \$5000 in the Computer License budget to subscribe to a Social Media Archiving platform to facilitate the Town’s legal obligation to respond to Public Records requests from all Town owned Social Media accounts (which include Town Hall, Police, Fire, Library, Council on Aging, and Parks.)

Budget Recommendations (Filled out by Town Administrator)

Level Services: Three new requests detailed above are for network infrastructure contract, professional development of Town staff, and support for public communication through social media, all of which could be considered part of an ever evolving level of service required of the Technology Department.

New Requests Recommended by the Town Administrator: New requests are necessary to continue to provide level service elsewhere in Town and reduce risk to the Town. Non-union personnel adjustments explained in Executive Summary, page 5.

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	TECHNOLOGY									-
51100	Administrative Salaries	89,935	96,602	97,645	99,598	101,590	1,992	2.00%	103,184	1,594
51210	Temporary Salaries	-	-	-	12,811	12,811	0	0.00%	12,811	-
51400	Longevity	-	-	-	-	50	50	100.00%	50	-
51000	PERSONAL SERVICES	89,935	96,602	97,645	112,409	114,451	2,042	1.82%	116,045	1,594
52401	Copy Machine Svce. Contract	9,200	8,468	8,311	8,500	8,500	0	0.00%	8,500	-
52700	Postage Machine	2,940	3,909	3,797	4,000	4,000	0	0.00%	4,000	-
53000	Professional Services	4,160	4,334	4,214	6,310	11,200	4,890	77.50%	11,200	-
53400	Communications	516	561	560	600	600	0	0.00%	600	-
53406	Computer License	106,160	112,425	105,215	116,176	132,030	15,854	13.65%	132,030	-
52000	PURCHASED SERVICES	122,976	129,697	122,097	135,586	156,330	20,744	15.30%	156,330	-
54200	Office Supplies	127	48	155	200	200	0	0.00%	200	-
54000	SUPPLIES & MATERIALS	127	48	155	200	200	0	0.00%	200	-
58500	Purchase of Equipment	38,448	33,324	27,068	38,476	38,476	0	0.00%	38,476	-
58700	Computer Equipment	7,788	4,505	7,487	7,750	7,500	(250)	-3.23%	7,500	-
58000	CAPITAL OUTLAY	46,236	37,829	34,555	46,226	45,976	(250)	-0.54%	45,976	-
TOTAL	TECHNOLOGY (01155)	259,274	264,176	254,452	294,421	316,957	22,536	7.65%	318,551	1,594

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

Town Clerk (01161):

Description of Services

The primary expenses within the Town Clerk budget is personal services, although it has decreased since last year due to new staff members coming on board with lower salaries.

52000 – Purchased Services – The largest part of my communications budget is the annual town census (61%), the cost has increased along with postage, and the number of mailings due to the influx of voter registrations for State Elections. I am purchasing a database software to maintain boards & committees, assist with tracking appointments, term expirations, ethics & OML compliance and oaths of office.

FY22 Department Goals - Progress

The Town Clerk’s office has a whole new staff, I replaced two long-term employees with two individuals that have no experience in a Town Clerk’s office. This is both challenging and energizing, as we have new ideas and perspective on our everyday duties. It is also challenging, because I am pulled away from my duties to train both staff members, as they get through a year of “firsts”.

FY23 Departmental Goals

1. Train Assistant Town Clerk & Administrative Assistant personnel 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.

Staffing Levels

The Town Clerk’s office previously consisted of a full time Assistant Town Clerk and a part-time (18 hr.) Admin. Asst, , this position was increased to 23 hours in my department, and 7.5 hours divided into the Town Administrator’s office and the Finance Committee. So far the shared position is working well, and has some flexibility to go where she is needed most.

Town Clerk	FY2020	FY2021	FY2022	FY2023
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
PT Clerical	0.48	0.48	-	-
(01161) Subtotal	2.48	2.48	2.59	2.59

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

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget

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

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
TOWN CLERK										
51100	Administrative Salaries	67,820	69,503	76,201	79,475	81,065	1,590	2.00%	81,860	796
51110	Administrative Assistant	52,199	54,030	47,008	55,450	50,579	(4,871)	-8.78%	50,579	-
51113	Clerical Salaries	20,569	21,977	20,289	27,645	28,229	584	2.11%	28,229	-
51400	Longevity	250	250	250	350	100	(250)	-71.43%	100	-
51902	Certification	1,000	1,000	1,000	1,000	1,000	0	0.00%	1,000	-
51000	PERSONAL SERVICES	141,838	146,760	144,748	163,920	160,973	(2,948)	-1.80%	161,768	796
52405	Equipment Maintenance	395	395	395	395	395	0	0.00%	395	-
52190	Professional Services	200	200	335	200	200	0	0.00%	200	-
52150	Communications	4,593	4,249	4,725	5,256	5,301	45	0.86%	5,301	-
52000	PURCHASED SERVICES	5,188	4,844	5,455	5,851	5,896	45	0.77%	5,896	-
54200	Office Supplies	792	868	1,049	920	3,450	2,530	275.00%	3,450	-
54000	SUPPLIES & MATERIALS	792	868	1,049	920	3,450	2,530	275.00%	3,450	-
57100	Professional Development	3,589	2,121	757	3,119	3,674	555	17.79%	3,674	-
57000	OTHER EXPENSES	3,589	2,121	757	3,119	3,674	555	17.79%	3,674	-
TOTAL	TOWN CLERK (01161)	151,407	154,593	152,009	173,810	173,993	183	0.10%	174,788	796

Town of Holliston
FY23 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. Another reason for the large increase is that I am staffing both in person and mail in Early Voting for two of the three elections in FY23. The State Legislature has yet to vote on changes to the election laws, but we need to be prepared if the mandate passes.

52000 – Purchased Services – More than half of this budget is taken up with coding the machines for the tabulators and the Automark, with three elections in FY23 there is a significant increase.

54000 – Supplies & Materials – The largest part of this budget (66%) is for postage to mail ballots. I am including this because it is very likely that we will have vote by mail permanently. Over 70% of the people who voted in the State Primary and the Presidential Election in 2020 voted by mail, and 10% of the ballots mailed were not returned.

FY22 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.

FY23 Departmental Goals

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

Staffing Levels

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

Budget Recommendations (Filled out by Town Administrator)

Level Services: This budget is impacted by the number of scheduled elections, which increases in FY23.

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

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	ELECTIONS									
51905	Board of Registrars	591	800	800	800	800	0	0.00%	800	-
51205	Election Workers	11,950	9,582	19,850	7,152	27,561	20,409	285.36%	27,561	-
51300	Overtime	871	609	2,634	683	3,300	2,617	383.16%	3,300	-
51000	PERSONAL SERVICES	13,412	10,991	23,284	8,635	31,661	23,026	266.66%	31,661	-
										-
53000	Professional Services	6,935	2,299	5,715	3,000	5,025	2,025	67.50%	5,025	-
52000	PURCHASED SERVICES	6,935	2,299	5,715	3,000	5,025	2,025	67.50%	5,025	-
										-
55800	Other Supplies	2,483	3,876	6,939	2,899	10,545	7,646	263.75%	10,545	-
54000	SUPPLIES & MATERIALS	2,483	3,876	6,939	2,899	10,545	7,646	263.75%	10,545	-
										-
TOTAL	ELECTIONS (01162)	22,830	17,166	35,938	14,534	47,231	32,697	224.97%	47,231	-

Town of Holliston
FY23 Conservation Commission – Proposed Budget

Conservation Commission (01171):

Description of Services

- The Conservation Commission has a twofold task:
 - Acquiring and protecting Open Space
 - Administering and enforcing the Wetlands Protection Act (GL c. 131 s. 40) and the Holliston Wetlands Protection Bylaw (Article XXXI).
- The Conservation Commission is made up of 7 appointed members and 1 appointed alternate. The Commission is staffed by 1 full-time (35 hour/week) staff member.

FY22 Department Goals – Progress

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

FY23 Department Goals

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

Staffing Levels

- As of FY19, the Conservation Commission has been staffed by 1 full-time (35 hour/week) Conservation Agent.
 - Prior, it was staffed by 1 part-time (20 hour/week) Conservation Agent and 1 part-time (18 hour/week) Conservation Assistant.

Professional Services (\$52,497)

- Administrative Salaries:
 - This line item reflects the amount paid to the Conservation Agent on the M2 scale (adjusted for 35 hours/week). The change from FY22 to FY23 is indicative of a Cost of Living Adjustment (COLA) of 2%.
 - This line item is the primary expense of the Conservation Commission's budget, representing 92.8% of the operating budget.
- Clerical Salaries
 - The Conservation Commission is staffed only by the Conservation Agent. There are no clerical salaries to be expended.
- Longevity
 - The Conservation Agent is not eligible for longevity.

Purchased Services

- Professional Services
 - The expenditures during FY22 are not reflected in this budget sheet.
 - Approximately \$200 has been expended to MTC in FY22 thus far. Legal review is typically unanticipated, and may be budgeted elsewhere.
 - This budget is typically reserved for legal counsel. While the agreement with MTC has been altered, there are still legal fees for consultation that are assessed on an as-needed basis.
 - 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.
 - The Conservation Commission may have additional legal expenses this upcoming Fiscal Year as it seeks to implement new regulations for the Wetlands Protection Bylaw (Article XXXI)
- 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 \$100 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.
 - In taking these courses, the Conservation Agent has received his MACC Fundamental Training Certificate this past fiscal year.
 - 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. Anticipate this being similar, as the Commission has a new Alternate Member, but also the Vice Chair is now on the Board of Directors, so she is ineligible to have her dues paid by the Town.

Wetlands Protection Revolving Account

- Revenues of \$1,845 thus far into FY22 (based on Payments to Treasurer)

Wetlands Bylaw Revolving Account

- Revenues of \$8,975 thus far into FY22 (based on Payments to Treasurer)

Conservation Trust Fund

- Revenue of \$0 thus far into FY22

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: The Town Administrator is recommending a fix to the hourly accrual of the Conservation Agent to the standard 40 hour/week accrual for an “exempt” Department Head on the M-Schedule.

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

Town of Holliston
FY23 Conservation Commission – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	CONSERVATION COMMISSION									
51100	Administrative Salaries	41,081	49,952	50,459	51,468	52,497	1,029	2.00%	59,996	7,499
51113	Clerical Salaries	4,888	0	0	0	0	0	0.00%	-	-
51400	Longevity	0	0	0	0	0	0	0.00%	-	-
51000	PERSONAL SERVICES	45,969	49,952	50,459	51,468	52,497	1,029	2.00%	59,996	7,499
53000	Professional Services	1,426	1,147	1,050	1,200	1,200	0	0.00%	1,200	-
53400	Communications	1,352	1,048	1,500	1,500	1,500	0	0.00%	1,500	-
52000	PURCHASED SERVICES	2,778	2,195	2,550	2,700	2,700	0	0.00%	2,700	-
54200	Office Supplies	33	45	104	100	100	0	0.00%	100	-
55100	Educational Supplies	135	0	100	0	0	0	0.00%	-	-
54000	SUPPLIES & MATERIALS	168	45	204	100	100	0	0.00%	100	-
57100	Professional Development	1,035	809	1,223	1,250	1,250	0	0.00%	1,250	-
57000	OTHER EXPENSES	1,035	809	1,223	1,250	1,250	0	0.00%	1,250	-
TOTAL	CONSERVATION COMMISSION (01171)	49,950	53,001	54,436	55,518	56,547	1,029	1.85%	64,046	7,499

Town of Holliston
FY23 Planning Board – Proposed Budget

PLANNING BOARD (01175):

Description of Services

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 regulation that fit the Town’s needs.

The request represents a 35 hour/wk. for the Town Planner and 20 hours/wk. for the P/T Clerk plus \$200 longevity for the Town Planner and \$100 for the Clerk. Our P/T clerk is now at the top step of her grade. Still working in conjunction with the other Land Use departments and formally with the Zoning Board of Appeals, our staff remains cross-trained and will continue to maintain the current level of service to the public, providing 35 hours of open office time under this budget request.

Professional development represents memberships as well as training for staff and Board members. This includes the 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 reveals 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. FY22 receipts are extremely low, although the Board’s load has been heavy because of two substantial denials issued in FY22 and resulting litigation. No Town funds are spent on engineering peer review or field inspections. The Review Fees are held for project review and inspection for individual projects and unexpended funds are returned to applicants. Our escrow accounts total over \$80,000 at present for approximately 15 active projects.

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: The Town Administrator is recommending a fix to the hourly accrual of the Town Planner to the standard 40 hour/week accrual for an “exempt” Department Head on the M-Schedule.

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	PLANNING BOARD									
51100	Planning Director	50,113	63,991	70,443	74,964	76,463	1,499	2.00%	79,974	3,511
51113	Clerical Part-time	24,880	25,950	26,176	26,685	27,219	534	2.00%	27,764	545
51400	Longevity	200	250	250	300	300	0	0.00%	300	-
51000	PERSONAL SERVICES	75,193	90,191	96,869	101,949	103,982	2,033	1.99%	108,038	4,056
53000	Professional Services	6,649	2,483	1,278	2,000	2,000	0	0.00%	1,750	(250)
53400	Communications	1,444	1,209	1,339	1,000	1,000	0	0.00%	1,000	-
52000	PURCHASED SERVICES	8,093	3,692	2,617	3,000	3,000	0	0.00%	2,750	(250)
54200	Office Supplies	240	39	250	250	250	0	0.00%	250	-
54000	SUPPLIES & MATERIALS	240	39	250	250	250	0	0.00%	250	-
57100	Professional Development	332	332	344	400	400	0	0.00%	400	-
57000	OTHER EXPENSES	332	332	344	400	400	0	0.00%	400	-
TOTAL	PLANNING BOARD (01175)	83,858	94,254	100,080	105,599	107,632	2,033	1.93%	111,438	3,806

Town of Holliston
FY23 Zoning Board of Appeals (ZBA) – Proposed Budget

ZONING BOARD OF APPEALS (01176):

Description of Services

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

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

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget.

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

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

Town of Holliston
FY23 Zoning Board of Appeals (ZBA) – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	ZONING BOARD OF APPEALS									
51113	Clerical Salaries	4,855	6,427	6,253	6,680	6,814	134	2.00%	7,276	462
51000	PERSONAL SERVICES	4,855	6,427	6,253	6,680	6,814	134	2.00%	7,276	462
52190	Professional Service	3,187	2,389	1,656	3,500	3,500	-	0.00%	3,000	(500)
52150	Communications	191	387	419	500	500	-	0.00%	500	-
52000	PURCHASED SERVICES	3,378	2,776	2,075	4,000	4,000	-	0.00%	3,500	(500)
54200	Office Supplies	106	26	150	150	150	-	0.00%	150	-
54000	SUPPLIES & MATERIALS	106	26	150	150	150	-	0.00%	150	-
57100	Professional Development	-	-	-	225	225	-	0.00%	225	-
57000	OTHER EXPENSES	-	-	-	225	225	-	0.00%	225	-
TOTAL	ZONING BOARD OF APPEALS (01176)	8,339	9,229	8,478	11,055	11,189	134	1.21%	11,151	(38)

Town of Holliston
FY23 Economic Development – Proposed Budget

ECONOMIC DEVELOPMENT (01182):

Description of Services

The primary expenses within the Economic Development budget include:

1. **Professional Services** – The Economic Development Committee previously received dedicated staff hours but for FY21 and FY22 has relied on support from the Town Administrator’s Office and has pursued support for specific projects that could be managed by consulting or other support services.
2. **Supplies & Materials** – The Town’s Economic Development Committee is a member of multiple organizations, including the 495-MetroWest Partnership and the MetroWest Chamber of Commerce. The EDC has a separate website and other forms of communication. EDC intends to facilitate quarterly outreach forums and support local events, and potentially start a newsletter.

FY23 Departmental Goals

1. EDC to develop a strategic plan.
2. Identify sustainable model for engaging consultants, or other professionals, to assist in the EDC’s mission.
3. Work with new Assistant Town Administrator (specifically related to the Public Information Officer role) to increase community engagement.

Staffing Levels

No dedicated staff hours, support from Town Administrator’s Office.

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: None requested

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

**Town of Holliston
FY23 Economic Development – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	ECONOMIC DEVELOPMENT									
51100	Administrative Salaries	8,352	10,579	-	-	-	-	0.00%	-	-
51000	PERSONAL SERVICES	8,352	10,579	-	-	-	-	0.00%	-	-
52190	Professional Service	849	604	788	10,400	8,500	(1,900)	-18.27%	8,500	-
52000	PURCHASED SERVICES	849	604	788	10,400	8,500	(1,900)	-18.27%	8,500	-
54200	Office Supplies	109	183	-	200	-	(200)	-100.00%	-	-
55800	Other Supplies	0	0	-	3,467	5,500	2,033	58.64%	5,500	-
54000	SUPPLIES & MATERIALS	109	183	-	3,667	5,500	1,833	49.99%	5,500	-
TOTAL	ECONOMIC DEVELOPMENT (01182)	9,310	11,366	788	14,067	14,000	(67)	-0.48%	14,000	-

Town of Holliston
FY23 Sustainability – Proposed Budget

SUSTAINABILITY (01199):

Description of Services

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

FY22 Departmental Goals – Progress

Service was improved, cost savings realized and additional revenue generated at the Recycling Center. Our curbside food waste composting initiative with Ashland expanded and an additional \$6,600 in grant funds to support waste reduction efforts were received in FY22. Our participation in a regional stormwater modeling grant program and work bringing our dams into compliance are helping our climate resiliency. Additional non-tax based revenue was generated through our Aggregation Program that will save participating ratepayers an estimated \$376,000 in FY22. Water conservation efforts were enhanced as grant funds and volunteer time were used to incentivize residents in a successful rain barrel distribution program. Our participation in the MetroWest Solar + Clean Heat Challenge is expanding the use of solar and heat pump technologies in Town and helping to reduce our carbon footprint.

FY23 Departmental Goals

1. Increase clean energy opportunities for the Town, residents and businesses
2. Manage waste reduction programs / grants and support operational efficiencies
3. Expand carbon reduction and net zero planning efforts
4. Promote financial and environmental benefits derived from sustainability initiatives

Staffing Levels

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

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: None requested

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	SUSTAINABILITY COORDINATOR									-
53000	Professional Services	0	0	47,738	50,000	50,000	0	0.00%	50,000	-
52000	PURCHASED SERVICES	0	0	47,738	50,000	50,000	0	0.00%	50,000	-
TOTAL	SUSTAINABILITY COORDINATOR (01199)	0	0	47,738	50,000	50,000	0	0.00%	50,000	-

Town of Holliston
FY23 Police Department – Proposed Budget

POLICE DEPARTMENT (01210):

Description of Services

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

The primary expenses within the Police Department operating budget is personal services, representing on average 93% of actual expenditures in FY18-FY22.

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

Recruiting, retaining, and developing the police department's most important asset takes a considerable amount of time and resources. In FY23, we look to increase our staffing by one (1) FTE (see below) 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).

FY22 Departmental Goals – Progress

Despite the many challenges over the past year, the Holliston Police Department has been able 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.

FY23 Department Goals

1. Continue to provide a safe and secure community for those who live, work, and visit the Town of Holliston.
2. Continue to meet or exceed the high standards set forth by the Massachusetts Police Accreditation Commission.
3. Carry out year five (5) of our department’s five year strategic plan.
4. Enhance community outreach initiatives; assign and train personnel in Community Oriented Policing fundamentals.
5. Begin to develop and eventually implement our department’s next five (5) year strategic plan (FY23-FY28).
6. Continue to improve on our service to the citizens of Holliston.

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

Staffing Levels

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

Police Department	FY2020	FY2021	FY2022	FY2023
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	17.00	18.00
Civilian Dispatchers	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00
(01210) Subtotal	31.00	31.00	31.00	32.00

Unfortunately, due to the COVID-19 pandemic we have fallen short of our goal and were not able to add a FTE position to the department during FY2021 of FY2022. As we approached the FY22 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 supplemental figures demonstrates the need for an additional FTE in FY23. If approved, this would put the police department back on track with its original goal set back in May 2018.

Budget Recommendations (Filled out by Town Administrator)

Level Services: The addition of one patrol officer in FY23 would represent progress (26th Police Officer, including Chief, Lieutenants and Sergeants) in relation to a staffing analysis that calls for the Town to get to a total of 28.

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

New Requests Not Recommended by the Town Administrator: The request for an additional 26th Police Officer cannot current be accommodated in the FY2023 Town Administrator Recommended Budget. Should the FY2023 Omnibus Budget ultimately not support the funding for the 26th Police Officer, the timeline for an operational override ballot question would be a reasonable check point for continued discussion.

**supplemental budget information available*

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY2022 to FY2023	Change (%) FY2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	POLICE									-
51100	Administrative Salaries	134,938	138,020	156,414	168,300	171,666	3,366	2.00%	172,508	842
51101	Lieutenants Salaries	173,603	181,141	222,629	238,648	250,786	12,138	5.09%	251,411	625
51102	Sergeants' Salaries	394,750	428,170	424,584	430,501	454,043	23,542	5.47%	454,043	-
51112	Regular Salaries	1,018,764	1,113,013	1,169,940	1,244,050	1,406,285	162,235	13.04%	1,329,630	(76,655)
51113	Clerical Salaries	42,457	59,055	60,496	64,178	67,183	3,005	4.68%	67,183	-
51115	Dispatchers	225,098	230,478	211,976	250,421	262,008	11,587	4.63%	264,157	2,149
51201	School Patrol	28,272	28,606	26,295	32,118	32,752	634	1.97%	33,104	352
51202	Matron	245	0	0	500	500	-	0.00%	500	-
51300	Overtime	46,370	24,766	38,804	86,000	86,000	-	0.00%	86,000	-
51301	Training Overtime	45,684	32,051	57,400	60,000	60,000	-	0.00%	60,000	-
51302	Unscheduled Overtime	35,716	25,793	22,000	38,000	38,000	-	0.00%	38,000	-
51303	Court Time	3,430	6,430	558	10,000	12,000	2,000	20.00%	12,000	-
51304	Dispatcher Overtime	3,145	27,351	13,916	11,000	11,000	-	0.00%	11,000	-
51305	K9 Training Overtime	8,293	15,230	20,799	15,500	18,750	3,250	20.97%	18,750	-
51400	Longevity	7,525	6,650	6,975	6,475	6,800	325	5.02%	6,800	-
51401	Holiday Pay	7,514	11,130	12,316	21,691	21,691	-	0.00%	21,691	-
51402	Shift Differential	28,781	29,769	33,119	42,399	42,399	-	0.00%	42,399	-
51408	Officer-in-charge	2,159	2,552	1,911	2,500	2,500	-	0.00%	2,500	-
51900	Educational Incentive	218,481	217,005	210,554	227,390	255,840	28,450	12.51%	247,340	(8,500)
51901	Uniform Allowance	21,752	23,565	30,801	30,550	31,800	1,250	4.09%	30,550	(1,250)
51904	Stipends - EMT	7,125	7,303	13,145	11,217	11,497	280	2.50%	11,497	-
51000	PERSONAL SERVICES	2,454,102	2,608,078	2,734,632	2,991,438	3,243,500	252,062	8.43%	3,161,063	(82,437)
52100	Energy&Utilities	48,307	47,783	47,265	47,895	47,895	-	0.00%	47,895	-
52400	Buildings & Grounds Maintenance	21,347	21,153	37,362	23,303	25,000	1,697	7.28%	23,303	(1,697)
52401	Copier Machine	1,342	1,250	623	1,280	1,320	40	3.13%	1,320	-
52405	Equipment Maintenance	11,465	13,051	12,098	15,780	15,780	-	0.00%	15,780	-
52410	Vehicle Maintenance	17,060	16,578	13,432	15,000	15,000	-	0.00%	15,000	-
52905	Custodial Services	12,177	12,263	13,420	13,500	13,900	400	2.96%	13,900	-
53000	Professional Services	23,184	27,087	25,219	31,035	36,360	5,325	17.16%	31,035	(5,325)
53400	Communications	10,350	10,955	10,562	11,750	11,786	36	0.31%	11,786	-
52000	PURCHASED SERVICES	145,232	150,120	159,981	159,543	167,041	7,498	4.70%	160,019	(7,022)
54200	Office Supplies	4,269	5,323	2,139	3,500	3,500	-	0.00%	3,500	-
54600	Groundskeeping Supplies	5,171	3,241	1,076	3,000	3,000	-	0.00%	3,000	-
54900	Prisoner Meals	24	139	87	50	50	-	0.00%	50	-
55805	Ammunition	8,256	16,367	4,020	8,500	8,500	-	0.00%	8,500	-
55806	Cruiser Supplies	2,770	6,569	3,094	4,360	4,360	-	0.00%	4,360	-
55810	Uniform/Clothing/Equipment	9,826	8,427	9,037	9,000	9,000	-	0.00%	9,000	-
54000	SUPPLIES & MATERIALS	30,316	40,066	19,453	28,410	28,410	-	0.00%	28,410	-
57100	Professional Development	14,302	21,604	13,885	20,600	22,660	2,060	10.00%	22,660	-
57800	Community Outreach	3,236	2,637	2,274	3,500	3,500	-	0.00%	3,500	-
57000	OTHER EXPENSES	17,538	24,241	16,159	24,100	26,160	2,060	8.55%	26,160	-
58500	Purchase of Equipment	1,435	1,086	1,385	1,435	1,435	-	0.00%	1,435	-
58000	CAPITAL OUTLAY	1,435	1,086	1,385	1,435	1,435	-	0.00%	1,435	-
TOTAL	POLICE (01210)	2,648,623	2,823,591	2,931,610	3,204,926	3,466,546	261,620	8.16%	3,377,087	(89,459)

Town of Holliston
FY23 Auxiliary Police – Proposed Budget

AUXILIARY POLICE (01211):

Description of Services

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

55800 – Supplies & Materials – For auxiliary officers to maintain a high level of professional standards, each auxiliary officer is equipped with: ammunition (duty & training), holster, flashlights, uniforms for winter and summer (pants/shirts/hat/tie/coats/raingear/cold gear), mountain bikes, training books, batons/ASP, handcuffs & case, training gear & equipment, radios & holders, batteries, stationery items, bullet-resistant vests, duty belts, keepers, OC spray & holder, pins and badges. The items listed are necessary to achieve the functions and duties of a volunteer police officer.

57100 – Professional Development – Allows volunteer officers of the police department to gain the essential knowledge and skills of the criminal justice system to maintain professional qualifications that is appropriate to the current practice and standards of modern policing.

FY22 Departmental Goals – Progress

Notwithstanding the global pandemic for the past two years, the Holliston Auxiliary Police Department members have exceeded the same community services commitment as it has in years past. Due to the pandemic, we had to expand our training avenues and opportunities to platforms such as ZOOM and online classes to keep up-to-date with MPTC mandatory in-service training. As a result of police reform, two auxiliary officers have begun their 220 hour training regimen at the MPTC Bridge Academy in order to maintain their police powers of arrest.

FY23 Departmental Goals

1. Continue to provide a professional police service to the community.
2. Complete the Field Training Program on the remaining two officers.
3. Continue to sponsor Auxiliary officers to the MPTC Bridge Academy.
4. Extend the Bike & UTV deployment for the spring, summer and fall.

Budget Recommendation (Filled out by Town Administrator)

Level Service: Due to police reform two officers will be attending the MPTC Bridge Academy in FY23 to maintain their police powers as Auxiliary Police Officers. As a result, these officers must attend a 56 hour firearm instructor course which requires 1,500 rounds of practice ammunition and 10 dummy rounds of ammunition.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston
FY23 Auxiliary Police – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	AUXILIARY POLICE									
52410	Vehicle Repairs	190	190	12	190	190	-	0.00%	190	-
53000	PURCHASE OF SERVICES	190	190	12	190	190	-	0.00%	190	-
55800	Other Supplies	8,741	7,364	12,130	7,364	9,464	2,100	28.52%	9,464	-
55810	Uniforms	0	0	0	0	0	-	0.00%	-	-
54000	SUPPLIES & MATERIALS	8,741	7,364	12,130	7,364	9,464	2,100	28.52%	9,464	-
57100	Professional Development	4,165	6,210	1,375	6,348	6,348	-	0.00%	6,348	-
57000	OTHER EXPENSES	4,165	6,210	1,375	6,348	6,348	-	0.00%	6,348	-
TOTAL	AUXILIARY POLICE (01211)	13,096	13,764	13,517	13,902	16,002	2,100	15.11%	16,002	-

Town of Holliston
FY23 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; representing 88-90% of the department spending in Fiscal Years 2019-2021.

FY22 Departmental Goals – Progress

Part-time clerical and fire inspector positions were added in the FY22 budget. Interviews were held in November, and the selected candidates began their duties and responsibilities in December and January.

Fall Town Meeting approved funding for a Fire/EMS Organizational Study, which is being conducted by Municipal Resources, Inc. (MRI).

The State 911 Department authorized the Edward J. Collins, Jr. Center for Public Management to conduct a study of the feasibility of dispatch operations being part of a regional emergency communications center (RECC).

FY23 Departmental Goals

1. Recruit, hire, engage and retain fire personnel
2. Succession planning
3. Review and address recommendations of MRI organizational study
4. Review and address recommendations of Collins Center RECC feasibility study

Staffing Levels

The staffing of the department has historically been the full-time Fire Chief, two on-call deputies, five on-call captains, five on-call lieutenants, thirty six on-call fire firefighters; with four full-time and seven part-time and per diem civilian dispatchers.

Changes in FY22 included the reinstatement of the inspector position and the creation of a clerical position.

Fire Department	FY2020	FY2021	FY2022	FY2023
Fire Chief*	0.70	0.70	0.70	0.70
Principal Clerk	-	-	0.45	0.45
Dispatchers**	2.10	2.10	2.10	2.10
Fire Inspector	-	-	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	2.80	2.80	3.70	3.70

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

***Dispatchers split with Ambulance (EMS) budget (01231) for total of 4.20 FTEs*

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

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

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

**supplemental budget information available*

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

ACCT. NO.	ACCOUNT NAME	Actual	Actual	Actual	Budget	Request	Change (\$)	Change (%)	TA Rec.	Chg. (\$)
		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	FY 2022 to FY2023	FY 2022 to FY2023	Fiscal Year 2023	Dept. Req. to TA Rec.
	FIRE									
51100	Administrative Salaries	87,745	95,543	96,621	98,553	100,524	1,971	2.00%	102,121	1,597
51101	Lieutenant Salaries	15,974	23,268	21,941	31,310	31,935	625	2.00%	31,935	-
51103	Captains	30,146	30,945	31,258	34,194	34,880	686	2.01%	34,880	-
51110	First Deputy Chief	14,028	14,379	14,514	14,983	15,282	299	2.00%	15,282	-
51113	Clerical Salaries	0	0	0	23,402	23,870	468	2.00%	24,128	258
51112	Regular Salaries	150,068	180,375	180,919	216,746	221,085	4,339	2.00%	221,085	-
51115	Dispatchers	161,160	164,839	167,389	178,500	182,070	3,570	2.00%	186,316	4,246
51116	Inspector Salaries	0	0	0	24,501	24,990	489	2.00%	24,990	-
51304	Dispatcher Overtime	583	2,894	10,828	7,140	7,283	143	2.00%	7,283	-
51400	Longevity	5,569	5,725	6,250	6,500	6,500	-	0.00%	6,500	-
51401	Holiday Pay	5,660	4,389	3,810	6,885	7,023	138	2.00%	7,023	-
51404	Duty Pay	28,605	28,613	37,128	30,600	31,212	612	2.00%	31,212	-
51405	Firefighters Hourly Pay	79,727	88,401	81,052	92,820	94,676	1,856	2.00%	94,676	-
51407	Police Details	0	192	0	0	-	-	0.00%	-	-
51903	In-Service Training	62,813	65,062	65,293	71,400	72,828	1,428	2.00%	72,828	-
51000	PERSONAL SERVICES	642,078	704,625	717,003	837,534	854,158	16,624	1.98%	860,259	6,101
52100	Energy & Utilities	20,119	25,765	19,688	21,000	21,420	420	2.00%	21,420	-
52400	Buildings & Grounds Maintenance	6,670	11,926	8,089	15,000	15,000	-	0.00%	15,000	-
52410	Vehicle Maintenance	13,691	20,790	22,398	17,500	18,000	500	2.86%	18,000	-
52905	Custodial Services	3,600	4,075	3,600	3,900	4,000	100	2.56%	4,000	-
53000	Professional Services	13,004	16,106	15,317	20,000	20,000	-	0.00%	20,000	-
53400	Communications	2,254	2,912	2,909	2,956	3,000	44	1.49%	3,000	-
52000	PURCHASED SERVICES	59,338	81,574	72,001	80,356	81,420	1,064	1.32%	81,420	-
54200	Office Supplies	1,742	3,114	2,503	2,000	2,000	-	0.00%	2,000	-
54800	Vehicle Supplies	1,653	1,641	1,945	2,000	2,000	-	0.00%	2,000	-
55807	Breathing Air	4,297	2,067	1,188	5,000	5,000	-	0.00%	5,000	-
55810	Uniforms	2,573	1,083	476	3,000	3,000	-	0.00%	3,000	-
54000	SUPPLIES & MATERIALS	10,265	7,905	6,112	12,000	12,000	-	0.00%	12,000	-
57100	Professional Development	3,786	2,037	1,830	5,250	5,250	-	0.00%	5,250	-
57000	OTHER EXPENSES	3,786	2,037	1,830	5,250	5,250	-	0.00%	5,250	-
58500	Purchase of Equipment	1,264	0	214	1,108	1,108	-	0.00%	1,108	-
58700	Replacement Equipment	12,450	1,710	2,180	12,500	12,500	-	0.00%	12,500	-
58000	CAPITAL OUTLAY	13,714	1,710	2,394	13,608	13,608	-	0.00%	13,608	-
TOTAL	FIRE (01220)	729,181	797,851	799,340	948,748	966,436	17,688	1.86%	972,537	6,101

**Town of Holliston
FY 23 Ambulance – Proposed Budget**

AMBULANCE (01231):

Description of Services

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

The majority of the operational budget goes to support personal services; representing 74-77% of the department spending in Fiscal Years 2019-2021.

FY22 Departmental Goals – Progress

Increased shift stipends, shift differential, and paid training were added in the FY22 budget. Weekend shift coverage continues to be a challenge.

Fall Town Meeting approved funding for a Fire/EMS Organizational Study, which is being conducted by Municipal Resources, Inc. (MRI).

The State 911 Department authorized the Edward J. Collins, Jr. Center for Public Management to conduct a study of the feasibility of dispatch operations being part of a regional emergency communications center (RECC).

FY23 Departmental Goals

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Recruit, hire, engage and retain EMS personnel 2. Succession planning 3. Review and address recommendations of MRI organizational study | <ol style="list-style-type: none"> 4. Review and address recommendations of Collins Center RECC feasibility study |
|--|--|

Staffing Levels

The staffing of the department has historically been the full-time Fire Chief, an on-call Deputy Chief / EMS Supervisor, and numerous on-call emergency medical technicians (EMTs); with four full-time and seven part-time and per diem civilian dispatchers.

Ambulance (EMS)	FY2020	FY2021	FY2022	FY2023
Fire Chief*	0.30	0.30	0.30	0.30
Dispatchers**	2.10	2.10	2.10	2.10
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	2.40	2.40

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

**Dispatchers split with Fire budget (01220) for total of 4.20 FTEs

Budget Recommendation (Filled out by Town Administrator)

Level Service: This is a level service budget, however, an organizational evaluation, approved by Town Meeting, is currently looking at the Ambulance (EMS) service model, and based on timing of the deliverable, this community discussion will most likely take place after May 2022 Annual Town Meeting. Recommendations from this evaluation may impact future budgets of this department, but will require a comprehensive community discussion.

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

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

**supplemental budget information available*

**Town of Holliston
FY 23 Ambulance – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual	Actual	Actual	Budget	Request	Change (\$)	Change (%)	TA Rec.	Chg. (\$)
		Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	FY 2022 to FY2023	FY 2022 to FY2023	Fiscal Year 2023	Dept. Req. to TA Rec.
AMBULANCE										
51100	Administrative Salaries	31,312	34,095	34,479	35,169	35,872	703	2.00%	35,880	8
51110	Deputy Chief	5,516	5,654	5,701	5,763	5,878	115	2.00%	5,878	-
51112	Regular Salaries	27,192	25,464	23,633	33,035	33,695	660	2.00%	33,695	-
51115	Dispatchers	69,069	70,068	70,859	71,400	72,828	1,428	2.00%	72,828	-
51117	EMT/Base Salary	169,046	172,507	167,292	193,800	197,676	3,876	2.00%	197,676	-
51400	Longevity	2,953	2,225	1,600	3,225	3,225	-	0.00%	3,225	-
51402	Shift Differential	0	0	0	65,407	66,715	1,308	2.00%	66,715	-
51901	Uniform Allowance	476	431	186	835	835	-	0.00%	835	-
51903	In-Service Training	0	0	0	15,300	15,606	306	2.00%	15,606	-
51000	PERSONAL SERVICES	305,564	310,444	303,750	423,934	432,331	8,397	1.98%	432,338	8
52405	Equipment Maintenance	433	1,416	1,658	2,000	2,000	-	0.00%	2,000	-
52410	Vehicle Maintenance	4,795	5,381	4,024	8,000	10,000	2,000	25.00%	10,000	-
53000	Professional Services	77,955	49,596	56,768	82,250	82,250	-	0.00%	82,250	-
53016	EMT Certifications	696	769	635	7,000	7,000	-	0.00%	7,000	-
53017	EMT Training	1,019	294	986	35,000	35,000	-	0.00%	35,000	-
53018	CPR/First	1,581	450	0	2,000	2,000	-	0.00%	2,000	-
53400	Communications	312	23	46	800	800	-	0.00%	800	-
52000	PURCHASED SERVICES	86,791	57,929	64,117	137,050	139,050	2,000	1.46%	139,050	-
54200	Office Supplies	0	220	226	600	600	-	0.00%	600	-
54800	Vehicle Supplies	1,623	146	775	1,500	1,750	250	16.67%	1,750	-
55000	Medical Supplies	9,389	15,540	19,053	15,000	20,000	5,000	33.33%	20,000	-
55010	Oxygen	5,901	5,981	5,284	7,000	12,000	5,000	71.43%	12,000	-
54000	SUPPLIES & MATERIALS	16,913	21,887	25,338	24,100	34,350	10,250	42.53%	34,350	-
57100	Professional Development	90	0	1,600	2,000	2,000	-	0.00%	2,000	-
57000	OTHER EXPENSES	90	0	1,600	2,000	2,000	-	0.00%	2,000	-
58700	Vehicle Replacement	0	0	0	0	-	-	0.00%	-	-
58760	Communications Equipment	2,048	0	0	0	-	-	0.00%	-	-
58000	CAPITAL OUTLAY	2,048	0	0	0	0	-	0.00%	-	-
TOTAL	AMBULANCE (01231)	411,406	390,260	394,805	587,084	607,731	20,647	3.52%	607,738	8

Town of Holliston
FY23 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)*.

FY22 Departmental Goals – Progress

During FY22, we successfully closed out \$1.3m in CARES funding, and transitioned to utilization of ARPA funds to support the response to and recovery from the effects of the COVID-19 pandemic.

Professional Services funding was added to cover local match required for BRIC federal grant. With matching funding and the federal award, the Town’s Hazard Mitigation Plan will be updated and submitted to MEMA/FEMA for approval.

FY23 Departmental 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 members. The Fire Chief is paid a stipend to fill the role of Emergency Management Director, which is a common model in MetroWest communities.

Budget Recommendation (Filled out by Town Administrator)

Level Service: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston
FY23 Emergency Management – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	EMERGENCY MANAGEMENT									
51100	Administrative Salaries				5,000	5,100	100	2.00%	5,000	(100)
51000	PERSONAL SERVICES	0	0	0	5,000	5,100	100	2.00%	5,000	(100)
53000	Professional Services	0	0	0	6,150	-	(6,150)	-100.00%	-	-
53400	Communications	7,463	7,548	10,515	10,678	11,300	622	5.83%	11,300	-
52000	PURCHASED SERVICES	7,463	7,548	10,515	16,828	11,300	(5,528)	-32.85%	11,300	-
54200	Office Supplies	0	0	61	61	61	-	0.00%	61	-
55800	Other Supplies		195	250	250	250	-	0.00%	250	-
54000	SUPPLIES & MATERIALS	0	195	311	311	311	-	0.00%	311	-
57100	Professional Development	0	0	450	450	450	-	0.00%	450	-
57000	OTHER EXPENSES	0	0	450	450	450	-	0.00%	450	-
TOTAL	EMERGENCY MANAGEMENT (01291)	7,463	7,743	11,276	22,589	17,161	(5,428)	-24.03%	17,061	(100)

Town of Holliston
FY23 Building Department – Proposed Budget

BUILDING DEPARTMENT (01241):

Description of Services

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

FY22 Departmental Goals – Progress

The Building Department has successfully transitioned the principal clerk role to an office manager position. This was a good move for the department and got us qualified candidates for the position. Which ultimately lead to the hiring of a new office manager who has hit the ground running and has the office running smoothly. The Building Department has also upgraded our online permitting software with People GIS.

FY23 Departmental Goals

1. Continue work on the new upgrade to our online permitting software to get it customized to this Department.
2. Cut down on turnaround time for permits.
3. Review and make some changes to the zoning by-laws

Staffing Levels

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

Changes in FY22 included the creation of the Floater position between BOH and Building. This position is a principal clerk assigned to the Building Department for 7 ½ hours a week to support the department in many areas.

Additionally in FY22 this department has increased the use of an assistant Building Inspector to help with the increasing work load. The assistant Building Inspector has been assisting with daily inspections and reviewing building permit applications that is essential to maintaining the 30 day requirement for issuing a building permit. This is currently being funded by the Building Department revolving fund but this funding method is not sustainable. The Building Department is looking to add the position of a full time assistant Building Inspector to its budget for FY23. The dollar amount in the budget request sheet was based on a grade 400 step 4, as when this position previously existed, it was a grade 400.

Budget Recommendation (Filled out by Town Administrator)

Level Services: Additional staff request would address sustained increase to workflow that is currently being handled by temporary help through the Revolving Fund and would be offset in year one (FY23) by “sweeping” money from the Revolving Fund to the General Fund. The benefits attributed to the position would be accounted for in the Town’s Benefits budget (01914).

New Requests Recommended by the Town Administrator: Town Administrator supports placing this position in the FY23 Omnibus Budget. If this is ultimately not supported in the FY23 Omnibus Budget, the Town Administrator would work with the Building Inspector to increase support and hours through the Revolving Fund, but there would be a service impact to residents and businesses pursuing building permits. Non-union personnel adjustments explained in Executive Summary, page 5.

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	BUILDING INSPECTION									
51100	Administrative Salaries	93,336	87,418	82,900	91,800	93,636	1,836	2.00%	94,554	918
51113	Clerical Salaries	45,427	46,914	47,210	58,479	60,958	2,479	4.24%	60,958	-
51116	Inspector Salaries	0	0	0	0	52,100	52,100	100.00%	52,100	-
51400	Longevity	100	100	100	100	-	(100)	-100.00%	-	-
51000	PERSONAL SERVICES	138,863	134,432	130,210	150,379	206,694	56,315	37.45%	207,612	918
52410	Vehicle Maintenance	0	189	238	700	700	-	0.00%	700	-
53000	Professional Services	453	1,051	135	1,000	1,000	-	0.00%	1,000	-
53400	Communications	2,078	2,364	2,490	3,000	3,600	600	20.00%	3,600	-
53406	Computer License	0	0	10,000	10,500	10,500	-	0.00%	10,500	-
52000	PURCHASED SERVICES	2,531	3,604	12,863	15,200	15,800	600	3.95%	15,800	-
54200	Office Supplies	408	355	165	700	700	-	0.00%	700	-
54000	SUPPLIES & MATERIALS	408	355	165	700	700	-	0.00%	700	-
57100	Professional Development	1,078	210	551	1,800	2,500	700	38.89%	2,500	-
57000	OTHER EXPENSES	1,078	210	551	1,800	2,500	700	38.89%	2,500	-
58500	Purchase of Equipment		25,000	500	0	500	500	0.00%	500	-
58000	CAPITAL OUTLAY	0	25,000	500	0	500	500	0.00%	500	-
TOTAL	BUILDING INSPECTION (01241)	142,880	163,601	144,289	168,079	226,194	58,115	34.58%	227,112	918

Town of Holliston
FY23 Animal Control Officer – Departmental Request

Animal Control (01292):

Description of Services

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

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

FY22 Departmental Goals – Progress

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

FY23 Departmental Goals

1. Continue to meet increased calls for service.
2. Look at Intermunicipal Agreement for ways to optimize for Ashland and Holliston.

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 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY2022 to FY2023	Change (%) FY2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	ANIMAL CONTROL OFFICER									
52190	Professional Services	38,000	38,000	38,000	38,000	38,000	-	0.00%	38,000	-
52000	PURCHASED SERVICES	38,000	38,000	38,000	38,000	38,000	-	0.00%	38,000	-
TOTAL	ANIMAL CONTROL OFFICER (01292)	38,000	38,000	38,000	38,000	38,000	-	0.00%	38,000	-

Town of Holliston
FY23 Department of Public Works (DPW) Highway – Departmental Request

DPW Highway (01420):

Description of Services

Personnel

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

DPW - Highway Division	FY2020	FY2021	FY2022	FY2023
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
Office Manager	1.00	1.00	1.00	1.00
Foreman (Increase Request)*	1.00	1.00	1.00	2.00
Head Mechanic	1.00	1.00	1.00	1.00
Crew Chief	3.00	3.00	3.00	3.00
Heavy Equipment Operator	7.00	7.00	7.00	7.00
Laborer (Request)*	-	-	-	2.00
(01420) Subtotal	14.40	14.40	14.40	17.40

**Select Board, Finance Committee, School Committee and Parks Commission members, with associated staff, have worked to develop a model for a new Grounds Division within DPW for the FY23 budget; the result would be two (2) additional Laborers FTEs and one (1) additional Foreman FTE*

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.

Budget Recommendation (Filled out by Town Administrator)

Level Service: The DPW Highway department has a level service budget request of \$1,571,470 (increase of \$99,078 or 6.73%). With recommended reductions to this request, the TA recommended budget for level service would be an increase of \$73,085, or 4.96%.

However, the DPW has been a part of an ongoing discussion with Parks & Recreation and the School Department about developing greater capacity to handle Grounds Maintenance, and that is a considered new request, discussed below, though the demand for service level is currently simply not being met.

New Requests Recommended by the Town Administrator: While an increase to equipment maintenance is recommended, other requested increases for purchased services are not recommended by the Town Administrator, as highlighted in the budget. The reduction in Road Rehabilitation (Capital Outlay) is related to additional Chapter 90 Funds being made available in addition to regular growth in this State-funded revenue source.

New Requests Not Recommended by the Town Administrator: As of March 4, 2022, the Town Administrator is unable to accommodate additional staffing for a Grounds Division within DPW Highway, but the proposal is highlighted in the Executive Summary of this document on page 7. The Grounds Division would report to the DPW Director and DPW Deputy Director, but would have the Parks & Recreation Department and School Department as clients that would work to schedule grounds maintenance workflow throughout Town-owned properties during the year, with heaviest workflow being from March to October, leaving time for Rail Trail and other miscellaneous projects at non-peak times.

The added cost in FY23 would be \$178,188 above FY2022 level service, though various funding sources would be applied, offsetting the increased cost by \$25,000 of recurring revenue (Recreation Revolving Fund) and \$75,000 of one-time revenue (ARPA revenue replacement for Recreation Revolving), for a net FY2023 impact of \$78,188.

All details related to the development of the Grounds Division model are available in a memo dated March 3, 2022 to the Select Board, School Committee, Parks Commission and Finance Committee.

See Appendix B (page 116) for full analysis of Grounds Maintenance request in Town Administrator Memo dated March 3, 2022

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	HIGHWAY									
51100	DPW Director	41,129	42,846	43,009	43,869	44,746	877	2.00%	45,273	527
51110	Highway Superintendent	91,789	96,964	97,646	99,598	86,000	(13,598)	-13.65%	86,000	-
51112	Regular Salaries	430,734	484,406	442,493	534,685	565,689	31,004	5.80%	565,689	-
51113	Clerical Salaries	53,269	54,601	51,124	56,251	60,760	4,509	8.02%	60,760	-
51118	Foreman	67,226	69,624	50,486	72,516	74,894	2,378	3.28%	74,894	-
	Grounds Division Salaries	0	0	0	-	-	-	0.00%	-	-
51200	Temporary Labor	6,360	0	0	6,500	6,500	-	0.00%	6,500	-
51300	Regular Overtime	7,701	9,533	11,595	8,957	12,000	3,043	33.97%	12,000	-
51400	Longevity	1,300	1,100	1,100	1,250	1,050	(200)	-16.00%	1,050	-
51404	Duty Pay	0	0	0	13,000	13,000	-	0.00%	13,000	-
51407	Police Details	13,056	4,477	11,963	7,000	7,000	-	0.00%	7,000	-
51000	PERSONAL SERVICES	712,564	763,551	709,416	843,626	871,639	28,013	3.32%	872,166	527
52100	Energy & Utilities	6,628	5,410	4,295	5,100	5,100	-	0.00%	5,100	-
52400	Buildings & Grounds Maintenance	3,509	5,347	5,340	6,924	6,924	-	0.00%	6,924	-
52405	Equipment Maintenance	16,841	23,336	10,905	19,141	30,000	10,859	56.73%	30,000	-
52411	Fuel System	1,035	3,087	1,371	3,445	10,000	6,555	190.28%	10,000	-
52425	Daily Maintenance	23,462	18,461	16,602	18,127	25,000	6,873	37.92%	25,000	-
52430	Drainage Maintenance	15,529	11,972	9,697	11,616	15,000	3,384	29.13%	14,000	(1,000)
53000	Professional Services	7,010	13,298	20,769	32,000	40,000	8,000	25.00%	40,000	-
53005	Engineering	800	6,308	8,359	8,359	10,000	1,641	19.63%	8,500	(1,500)
53400	Communications	7,891	6,035	6,201	10,000	10,000	-	0.00%	10,000	-
53801	Upbranch	72,103	34,228	120,347	100,000	120,000	20,000	20.00%	120,000	-
53802	Road Marking	22,703	11,700	16,250	22,175	25,000	2,825	12.74%	22,175	(2,825)
53804	Inspections	2,225	3,615	2,300	2,500	2,500	-	0.00%	2,500	-
52000	PURCHASED SERVICES	179,736	142,797	222,436	239,387	299,524	60,137	25.12%	294,199	(5,325)
54200	Office Supplies	1,232	738	450	1,366	1,500	134	9.81%	1,386	(114)
54300	Repair & Maintenance Supplies	9,527	14,005	8,925	10,100	15,000	4,900	48.51%	14,000	(1,000)
54800	Vehicle Maintenance	44,479	44,608	42,012	45,432	45,432	-	0.00%	46,113	681
55390	Signs	3,278	1,251	1,340	3,500	5,000	1,500	42.86%	5,000	-
55810	Uniforms	4,610	4,725	4,900	7,500	7,500	-	0.00%	7,613	112
54000	SUPPLIES & MATERIALS	63,126	65,327	57,627	67,898	74,432	6,534	9.62%	74,112	(320)
57100	Professional Development	584	820	375	606	5,000	4,394	725.08%	5,000	-
57000	OTHER EXPENSES	584	820	375	606	5,000	4,394	725.08%	5,000	-
58601	Road Rehabilitation	210,505	235,065	302,129	320,875	320,875	-	0.00%	300,000	(20,875)
58000	CAPITAL OUTLAY	210,505	235,065	302,129	320,875	320,875	-	0.00%	300,000	(20,875)
TOTAL	DPW - HIGHWAY (01420)	1,166,515	1,207,560	1,291,983	1,472,392	1,571,470	99,078	6.73%	1,545,477	(25,993)

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

FACILITIES MANAGEMENT (01422):

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

- **Energy & Utilities** - (Town Hall 52100; 1750 Washington 52113; Pinecrest 52118) – Flat from FY22 to FY23. Move \$1500 from 52113 to 52118 to better align with actual spend.
- **52400 Grounds/Building Maintenance** – Propose increase of \$16,000 to cover costs for small pop-up projects in various Town Buildings as well as new equipment installations. Touch up painting/repair of walls/doors \$3,000, Misc. repair/replacement of electrical items (outlets, new circuits, breakers, etc.) \$3400, HVAC repairs (zone valves, circulator pumps, EMS thermostats, condensate pumps, capacitors, blower/fan motor etc.) \$5600, mobile licenses Town Hall Doors \$1000 (can be put in 53400), New generators for communication equipment on water tower sites (annual maintenance plans for three units and propane usage) \$3000.
- **52410 Vehicle Maintenance** - Flat FY22 to FY23
- **52905 Custodial** – Flat FY22 to FY23
- **53400 Communications** – Flat FY22 to FY23. However, may want to move mobile licenses for Town Hall Doors \$1000 here from 52400
- **53406 Computer License** – Flat FY22 to FY23
- **54300 Repair & Maintenance Supplies** – Flat FY22 to FY23
- **57100 Professional Development** – Flat FY22 to FY23

FY22 Departmental Goals

1. Proactively plan for equipment/asset replacement, rather than an unprepared reactive approach.
2. Continue to drive for vendor cost savings by bidding for contracted service (HVAC, Janitorial, etc.)
3. Finalize role expansion into Parks and begin integrating into the schools.

Staffing Levels

Facilities Maintenance	FY2020	FY2021	FY2022	FY2023
Facilities Manager	-	1.00	1.00	1.00
(01422) Subtotal	-	1.00	1.00	1.00

Budget Recommendations

Level Services: This is a level service budget.

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

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	FACILITIES MAINTENANCE									
51100	Administrative Salaries	0	28,120	95,556	97,597	99,549	1,952	2.00%	100,524	975
51000	PERSONAL SERVICES	0	28,120	95,556	97,597	99,549	1,952	2.00%	100,524	975
52100	Energy&Utilities-Town Hall	33,321	30,259	29,221	35,000	35,000	-	0.00%	35,000	-
52113	Energy&Utilities-1750 Wash	3,976	4,801	2,729	5,000	3,500	(1,500)	-30.00%	3,500	-
52118	Energy&Utilities-Golf Course	13,358	12,918	16,392	15,000	16,500	1,500	10.00%	16,500	-
52400	Grounds/Building Maintenance	75,307	71,952	50,733	90,000	105,000	15,000	16.67%	97,500	(7,500)
52410	Vehicle Maintenance	0	0	0	400	400	-	0.00%	400	-
52905	Custodial Services	11,180	13,266	15,277	13,664	13,500	(164)	-1.20%	13,500	-
53400	Communications	1,905	897	1,188	2,410	2,400	(10)	-0.41%	2,400	-
53406	Computer License (Dude)	0	0	0	11,914	12,000	86	0.72%	12,000	-
52000	PURCHASED SERVICES	139,047	134,093	115,540	173,388	188,300	14,912	8.60%	180,800	(7,500)
54200	Office Supplies		257	44	150	150	-	0.00%	150	-
54300	Repair & Maintenance Supplies	1,475	1,171	2,232	2,250	2,250	-	0.00%	2,250	-
54000	SUPPLIES & MATERIALS	1,475	1,428	2,276	2,400	2,400	-	0.00%	2,400	-
57100	Professional Development		614	2,354	1,500	1,500	-	0.00%	1,500	-
57000	OTHER EXPENSES	0	614	2,354	1,500	1,500	-	0.00%	1,500	-
58500	Purchase of Equipment		429	0	-	-	-	0.00%	-	-
58000	CAPITAL OUTLAY	0	429	0	-	-	-	0.00%	-	-
TOTAL	FACILITIES MAINTENANCE (01422)	140,522	164,684	215,726	274,885	291,749	16,864	6.13%	285,224	(6,525)
	(history includes previous Public Buildings - 01192)									

**Town of Holliston
FY23 Snow Removal – Proposed Budget**

SNOW & ICE (01423):

Description of Services

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY2022 to FY2023	Change (%) FY2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	SNOW AND ICE REMOVAL									
51112	Regular Salaries	53,779	38,184	57,082	50,000	50,000	-	0.00%	50,000	-
51000	PERSONAL SERVICES	53,779	38,184	57,082	50,000	50,000	-	0.00%	50,000	-
52900	Plowing	138,713	74,652	147,113	100,000	100,000	-	0.00%	100,000	-
52901	Snow Removal	353	0	2,463	3,640	3,640	-	0.00%	3,640	-
53400	Communications	0	0	0	375	375	-	0.00%	375	-
53805	Weather	1,224	1,284	1,320	2,200	2,200	-	0.00%	2,200	-
52000	PURCHASED SERVICES	140,290	75,936	150,896	106,215	106,215	-	0.00%	106,215	-
54800	Vehicle Maintenance	31,360	18,603	42,935	8,435	8,435	-	0.00%	8,435	-
54900	Food	1,095	1,365	1,680	350	350	-	0.00%	350	-
55391	Sand & Salt	106,174	105,976	143,221	85,000	85,000	-	0.00%	85,000	-
55800	Other Supplies	88	0	0	0	0	-	0.00%	0	-
54000	SUPPLIES & MATERIALS	138,717	125,944	187,836	93,785	93,785	-	0.00%	93,785	-
TOTAL	SNOW AND ICE REMOVAL (01423)	332,786	240,064	395,814	250,000	250,000	-	0.00%	250,000	-

Town of Holliston
FY23 Street Lighting – Proposed Budget

STREET LIGHTING (01424):

Description of Services

The Town is responsible for the electricity of 923 street lights and signal lights and significant changes began in FY22. The primary expenses within the Street Lighting budget include:

1. **Energy & Utilities** – Paid to Eversource/NSTAR Electric by address (15+ accounts) for traffic signals. (\$6,970)
2. **Electricity** – The Town has historically been billed at a rate/tariff that is charged to communities that “own” the streetlight attachments on the poles, but this was in error, as the Town has not owned them. In FY22, the Town is going through a Purchase & Sale process that will result in the same rate/tariff so this line stays stagnant at previous usage. If the Town had chosen not to purchase the lights, the increased rate/tariff would result in this line item going up 3x. There is potential to cut this category’s spending if light fixtures can be converted to LED fixtures, but under the status quo (where the Town pays the same current rate with the existing light fixtures) this category increases based on FY21 and FY22 actuals. See Departmental Goals for more information. (\$62,000)
3. **Equipment Maintenance** – Prior to purchasing the streetlights in FY22, the only maintenance that was paid for by the Town for lights was for traffic signals - a call to Bell Traffic Signal Maintenance generally costs \$575 per call, and for this the budget will still contain \$5,000 budget based on the average of FY18-21. Additionally, to avoid significantly higher costs, the Town pursued ownership of the lights which means that the Town is now responsible for the maintenance and will secure a contract with vendor, estimated at \$2,100 per month, that can take over maintenance of a system that is expected to be converted to LED within the fiscal year (\$30,200)

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

FY23 Departmental Goals / Objectives

4. Following the P&S for the streetlight equipment, the Town will work to convert the streetlight system to LED to drastically cut the cost of electricity usage; this may include a re-design of the system that reduces the amount of streetlights as LED models can cover a larger radius.
5. Engage Green Communities for potential funding opportunities related to the conversion of streetlights to LED. The cost of equipment and labor related to the conversion (including re-design costs) is estimated at \$300,000 which may be a capital request in May 2022 if the ROI projection is proven to be under 5-years, as currently projected.
6. The Town continues to pursue electric rate locks that impact the cost of electricity, which aside from usage, is the other way to control costs in this budget category.

Staffing Levels

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

Budget Recommendation (Filled out by Town Administrator)

Level Services: Due to a change in agreement with Eversource, the Town will look to add maintenance agreement(s) (on light fixtures) that had previously been maintained by Eversource. The change in service is unavoidable.

New Requests Recommended by the Town Administrator: To improve service to the community, the Town Administrator will most likely recommend funding from the Capital Expenditure Fund to allow for the conversion of streetlights to LED, providing a more energy efficient system and better lighting for residents.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
STREET LIGHTING										
52100	Energy & Utilities	6,819	6,014	6,206	6,970	6,970	0	0.00%	6,970	-
52130	Electricity	60,224	58,160	55,995	55,000	62,000	7,000	12.73%	62,000	-
52405	Equipment Maintenance	1,778	10,213	4,911	5,500	30,200	24,700	449.09%	30,200	-
TOTAL	STREET LIGHTING (01424)	68,821	74,387	67,112	67,470	99,170	31,700	46.98%	99,170	-

Town of Holliston
FY23 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 (contracted with EL Harvey); the beginning of FY23 will mark the start of the fourth year of a five-year contract with the vendor. Initial results of the new vendor were positive, but COVID-19 has impacted costs in FY21 and FY22 as more bulk and “White Goods” pickups have resulted from residents being at home more. In addition, MassDEP is anticipating adding mattresses to the list of waste ban items in FY22-23 and further driving up the cost of these services. Recycling program is part of mandates from the State, but will be looked at for changes long term. (\$1,075,328)
2. **Disposal Expenses** – Tipping Fees at Wheelabrator trends were showing a reduction in volume after the switch to automated service, but have trended back up in FY21 and FY22 with changes in behavior of residents due to COVID-19. The Select Board approved the use of CARES Act funding to cover \$41,796 in Solid Waste costs in FY21 that were the result of higher tipping fees because of this behavioral change, and trend is beginning to stabilize. (\$268,790)
3. **Electronic Collection** – At Recycling Center this service is provided by Complete Recycling Solutions. (\$12,000)
4. **Hazardous Materials Collection Day** – Annual July event service by Clean Harbors. It is staffed by the Town and overseen by the Fire Chief. The Town expanded service in FY22 with the help of the Sustainability Coordinator. (\$20,000)
5. **Metals Collection** – A service provided at the Recycling Center by Iron/Blackstone. The Town receives an offset to these costs with revenue from metals. (prior year was \$8,000 but the cost was eliminated with a change in model).
6. **Cardboard Collection** – A service provided at the Recycling Center, formerly by Berkowitz Trucking, with a vendor change in FY22. (prior year was \$6,000, hauling costs now under collection as service is provided by Harvey).

FY23 Departmental Goals

1. With collaborative oversight of the DPW, Facilities Manager, and Sustainability Coordinator, the Town will look to improve flow of operations at the Recycling Center and look for any opportunities for increased service level; in part, using the newly created revolving fund which is slowly building a balance with new revenues.
2. Adjust services to pending DEP waste ban regulations (mattresses).
3. Pursue waste reduction grant opportunities.
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 and vendor contracts. The newly established revolving fund, when revenues increase, may allow for additional staffing hours and increased hours of operation.

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: N/A

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	SOLID WASTE									
52910	Solid Waste	1,027,896	1,262,685	1,274,518	1,318,183	1,376,118	57,935	4.40%	1,376,118	-
52000	PURCHASED SERVICES	1,027,896	1,262,685	1,274,518	1,318,183	1,376,118	57,935	4.40%	1,376,118	-
TOTAL	SOLID WASTE (01433)	1,027,896	1,262,685	1,274,518	1,318,183	1,376,118	57,935	4.40%	1,376,118	-

Town of Holliston
FY23 Wastewater Treatment Plant – Proposed Budget

Wastewater Treatment Plant (01440):

Description of Services

The primary expenses within the Wastewater Treatment Plant budget include:

1. **Energy & Utilities** – Paid to Eversource/NSTAR Electric for electricity and natural gas by address (1 account each); the new rates secured for FY21-22 have led to a reduction in this line. (\$15,000)
2. **Professional Services** – Whitewater serviced and maintained the Wastewater Treatment Plant under agreement U0714 until FY21-22 when they have notified the Town they would be terminate the agreement. To secure the best price, the Town switched to Clearwater for FY22 and will continue this service for FY23. (\$68,000)
3. **Communications** – Remote communications for the monitoring the facility, plus alarms. (\$700)
4. **Maintenance** – Various facilities maintenance items are now overseen by the Facilities Manager; with an aging facility, this line has increased. In FY22, this facility experienced failure with both of its pumps at the same time resulting in replacement. (\$14,000)

This facility will undergo a feasibility study to ensure the Town has a plan for its capital needs now that is over 20 years old. The Town will pursue this feasibility study through ARPA, a Warrant Article, or a combination in 2022.

FY23 Departmental Goals / Objectives

1. Planning for the future of this facility
2. Achieve any operational cost savings through energy usage
3. Engage any potential connections to this facility to change the economics of running of the facility

Staffing Levels

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

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

Town of Holliston
FY23 Wastewater Treatment Plant – Proposed Budget

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	WASTEWATER TREATMENT									
52100	Energy & Utilities	17,692	20,440	15,080	21,000	15,000	(6,000)	-28.57%	15,000	-
53000	Professional Services	64,781	52,033	57,216	68,000	68,000	0	0.00%	68,000	-
53400	Communications	578	628	1,054	700	700	0	0.00%	700	-
52000	PURCHASED SERVICES	83,051	73,101	73,350	89,700	83,700	(6,000)	-6.69%	83,700	-
54300	Maintenance	2,956	5,206	11,952	8,000	14,000	6,000	75.00%	14,000	-
54000	SUPPLIES & MAINTENANCE	2,956	5,206	11,952	8,000	14,000	6,000	75.00%	14,000	-
TOTAL	WASTEWATER TREATMENT (01440)	86,007	78,307	85,302	97,700	97,700	0	0.00%	97,700	-

Town of Holliston
FY23 Motor Vehicle Fuel – Proposed Budget

Motor Vehicle Fuels (01499):

Description of Services

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

Departments covered by this budget:

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

Departments with fuel accounts but other funding sources:

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

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: N/A

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Budget Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
OTHER PUBLIC WORKS										
55392	Motor Vehicle Fuels	85,113	71,839	80,181	105,000	105,000	0	0.00%	110,000	5,000
TOTAL	MOTOR VEHICLE FUELS (01499)	85,113	71,839	80,181	105,000	105,000	0	0.00%	110,000	5,000

Town of Holliston
FY23 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 during the pandemic.

Over 100 perc/test soil evaluations were conducted, with septic design plans submitted for increased number failed systems, where people were home. Upgrade plans and building permit reviews increased as home offices and additional rooms were also needed.

All tobacco retailers licensed during the year were inspected this year with regional support from the Metrowest Tobacco Control District that was formed in FY22. Tobacco enforcement and education is planned to increase in FY23.

Holliston Health Department was involved in Regional Covid-19 Clinics in Westboro. Assisted with Covid-19 Clinics with Ashland. Arranged for two Covid-19 Clinics at Town Hall. Held two Flu Clinics one at the school and the other at Town Hall.

FY23 Departmental Goals

1. Continue to meet mandates under pandemic conditions.
2. Meet challenges of the pandemic, as it winds down in FY23.
3. Goal of new and existing staff training.
4. New Goals to be set by the Board of Health

Staffing Levels

The Board of Health is comprised of three elected members: Thomas Ellis, chairperson, Joshua Mann, vice-chairperson and Jay Leary. The Board of Health regularly meets on the first and third Tuesday evenings via teleconferences that became weekly during mask debates and other COVID-19 Guideline discussions

In FY22, the Health Department staff personnel included Health Agent/Director Scott Moles, R.S., and clerks Lisa Deering and Ann Adams, with a combined 32 years of service with Holliston. In FY22, the Department welcomes Kristen Abraham, with the retirement of Lisa Dearing. The Board of Health receives part-time services from septic inspector Paul Saulnier, P.E. and food service inspector Leonard Izzo, R.S., CHO.

The staffing of the office is the full-time Health Director/Agent and two Clerical Positions. In FY22, additional clerk hours were increased, where each position is benefited at 24 hours/week. This has allowed us to continue project scanning of files, added public questions regarding Covid, increase logistics during the pandemic and clerical goals set last year.

Currently, the stipend Animal Inspector position remains open. Currently response to animal issues are being handled by the Health Director and shared Animal Control Services with Ashland.

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.

Board of Health	FY2020	FY2021	FY2022	FY2023
Health Agent/Director	1.00	1.00	1.00	1.00
Principal Clerk	0.60	0.60	0.60	0.60
Principal Clerk (Floater - Building/BOH)	0.48	0.48	0.60	0.60
Food Service Inspector (per event)	-	-	-	-
Health Inspector/Agent (per event)	-	-	-	-
(01512) Subtotal	2.08	2.08	2.20	2.20

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget

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

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
BOARD OF HEALTH										
51100	Administrative Salaries	76,348	86,174	88,041	89,802	91,598	1,796	2.00%	91,598	-
51113	Clerical Salaries	51,468	52,330	52,647	66,048	64,412	(1,636)	-2.48%	65,296	884
51116	Inspector Salaries	4,050	2,920	3,500	4,000	4,000	-	0.00%	4,000	-
51210	Part Time Salaries	0	0	6,538	0	0	-	0.00%	-	-
51400	Longevity	200	250	300	300	150	(150)	-50.00%	150	-
51000	PERSONAL SERVICES	132,066	141,674	151,026	160,150	160,160	10	0.01%	161,044	884
52908	HazMat Collection/Disposal	0	0	518	600	600	-	0.00%	600	-
53000	Professional Services	740	1,180	1,255	2,200	2,200	-	0.00%	2,200	-
53007	Visiting Nurse	1,323	1,658	2,144	2,000	2,000	-	0.00%	2,000	-
53400	Communications	2,447	2,466	2,545	2,400	2,400	-	0.00%	2,400	-
52000	PURCHASED SERVICES	4,510	5,304	6,462	7,200	7,200	-	0.00%	7,200	-
54200	Office Supplies	347	530	635	650	650	-	0.00%	650	-
54000	SUPPLIES & MATERIALS	347	530	635	650	650	-	0.00%	650	-
57100	Professional Development	481	150	150	600	600	-	0.00%	600	-
57000	OTHER EXPENSES	481	150	150	600	600	-	0.00%	600	-
TOTAL	BOARD OF HEALTH (01512)	137,404	147,658	158,273	168,600	168,610	10	0.01%	169,494	884

**Town of Holliston
FY23 Council on Aging– Proposed Budget**

HOLLISTON SENIOR CENTER (01541):

Description of Services:

The primary expense of the Holliston Senior Center is personal services, representing an average of 77.3% of the budget from FY19 through FY22. Based on our previous year’s budget (FY22) and our calculations and projections for FY23 we are requesting an overall increase of 2.68%.

Personnel:

- **51110 Administrative Salaries** – The Outreach Coordinator salary is less than previous coordinator’s salary but not at the bottom of the scale.
- **51112 Regular Salaries** – The reinstating of \$9484 in the Regular Salaries line which is used to cover the Driver Benefit Hours. The MWRTA covers drivers’ salaries.

Purchased Services

- **52400 Building and Grounds Maintenance** – Anticipated increase in costs due to upkeep of older building. \$1360
- **53000 Professional Services** – Annual cost to shampoo new carpets to keep them clean and in good condition. \$1140

FY22– Departmental Goals –Progress

COVID 19 dramatically impacted all aspects of normal functioning, including those services and programs offered by the Holliston Senior Center. Despite the fact that the Senior Center was mostly closed to the public during the first half of the 2021 calendar year and at various stages of being open for the latter half of the year, we were still able to provide 9671 individual services to Holliston’s 55+ population in FY22, an average of 806 center-to-member interactions per month, such as; in-person and delivered meals, transportation, outreach support, exercise programs, tax assistance, special events, art classes, SHINE counseling, booster shots and more.

- We applied for and received \$25,000 from the Metrowest Health Foundation to conduct a comprehensive survey of Holliston’s 55+ residents – which will be conducted with the assistance of the University of Massachusetts, Boston – Gerontology Institute’s, Center for Social and Demographic Research on Aging.
- An additional amount of \$20,000 has been promised by the Town of Holliston’s ARPA Steering Committee to cover the balance of the cost for the study.
- The state’s Formula Grant of \$31,032 is used primarily to support our Nutrition Program.
- Our Senior Support Foundation provided nearly \$32,200 for our programs in: education, fitness, culture and nutrition. This number reflects a reduction in programming due to Covid restrictions during the first half of the calendar year.

- We also receive additional, in-kind and monetary donations in the \$4-7,000 range that contribute to our programs, gift and nutrition funds. (Bread donations were not happening part of the year, cash contributions were fewer because programs weren't in house, gift donations were down and program sponsorship programs were down.)
- The MWRTA funds provide \$46,000 for our transportation service,
- The addition of new programs and events, includes: An Afternoon of Blue Grass and Coffee, Watercolor Class, Modern Pronouns Event and a Covid Booster Clinic.
- The Senior Center saw a 100% turnover in staff, significant changes in the Council on Aging's leadership and members along with changes to the Senior Center volunteers on whom we rely for a great amount of assistance.

FY23 Departmental Goals

- Continue to actively serve Holliston's senior plus program in whatever stage of "openness" the Covid epidemic will allow if the upcoming year – with an eye toward serving the community while keeping our members as safe as possible in the process.
- With the conclusion of the 55+ Survey (December 2022) – we hope to gain a better sense of what residents hope to see offered at the center, gain a sense of how the center is perceived in the community and adapt/modify our services and programs accordingly.
- Through collaboration with the Holliston Fire Department and the Senior Safe Program begin to assist qualified residents with simple safety modifications in their home.
- Continue to pursue grant funds, for instance we hope to secure some funding through Holliston's ARPA funds that will allow us to make critical, small home modifications through a partnership with a global non-profit home-repair organization. We are also hoping to secure another taxi grant to help augment our van service as needed.
- Increased Intergenerational Programming – through collaborations with Holliston schools and other town departments such as; HCAT and library.
- Provide Education and Professional Development for staff.
- Once full staffing is in place – look to expand our service capabilities through the use of interns.
- With the support of our Senior Support Foundation and other potential grant opportunities – work to create new programming series: health and wellness, art, dance, personal growth, varied musical programming, lecture series, interest groups.
- Increase grant writing capacity.

Staffing Levels

Council on Aging (Senior Center)	FY2020	FY2021	FY2022	FY2023
Senior Center Director	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00
Outreach Coordinator	1.00	1.00	1.00	1.00
Van Driver (Permanent PT) / Admin. Ass	0.60	0.60	1.00	1.00
Van Driver (Permanent PT)	-	-	0.48	0.48
Van Driver (Multiple PT)	variable	variable	variable	variable
(01541) Subtotal	3.60	3.60	4.48	4.48

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
FY23 Council on Aging– Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
COUNCIL ON AGING										
51100	Administrative Salaries	60,279	63,217	75,027	67,500	70,227	2,727	4.04%	71,191	964
51110	Administrative Assistant	96,000	103,507	99,289	109,481	114,234	4,753	4.34%	114,234	-
51112	Regular Salaries	0	3,900	4,819	9,484	9,484	-	0.00%	9,484	-
51113	Clerical Salaries	0	0	178	20,103	22,838	2,735	13.60%	23,678	840
51400	Longevity	200	200	150	100	50	(50)	-50.00%	50	-
51000	PERSONAL SERVICES	156,479	170,824	179,463	206,668	216,833	10,165	4.92%	218,637	1,804
52100	Energy & Utilities	15,553	13,998	11,714	15,500	15,500	-	0.00%	15,500	-
52400	Building & Grounds Maintenance	3,076	3,052	18,764	4,000	5,360	1,360	34.00%	4,000	(1,360)
53000	Professional Services	9,260	10,459	10,744	12,500	13,640	1,140	9.12%	13,640	-
53400	Communications	12,759	10,962	10,223	11,750	11,750	-	0.00%	11,750	-
52000	PURCHASED SERVICES	40,648	38,471	51,445	43,750	46,250	2,500	5.71%	44,890	(1,360)
54200	Office Supplies	10,036	6,606	3,953	7,250	7,250	-	0.00%	7,250	-
54800	Vehicle Supplies	364	113	1,051	2,000	2,000	-	0.00%	2,000	-
54000	SUPPLIES & MATERIALS	10,400	6,719	5,004	9,250	9,250	-	0.00%	9,250	-
57100	Professional Development	567	621	145	1,200	1,200	-	0.00%	1,200	-
57000	OTHER EXPENSES	567	621	145	1,200	1,200	-	0.00%	1,200	-
TOTAL	COUNCIL ON AGING (01541)	208,094	216,635	236,057	260,868	273,533	12,665	4.85%	273,977	444

Town of Holliston
FY23 Youth and Family Services- Proposed Budget

YOUTH AND FAMILY SERVICES (01542):

Description of Services

The primary expenses within the Youth and Family Services budget is personal services, representing 91% of actual expenditures in FY18-21

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

53400 Communications- This includes the cost of our phone systems.

43200 Office Supplies- This line item includes office supplies and any expenses we take on when we run groups and need to purchase supplies, and it also includes purchasing therapeutic games and activities for our clients. When appropriate we use our gifts account (public donations) to assist us in purchasing supplies for our clinical program.

57100 Professional Development- Licensed Independent Clinical Social Workers (LICSWs) and Licensed Mental Health Counselors (LMHCs) are required by statutory regulations to complete a certain amount of continuing education courses in order to maintain licensure. In addition we have a robust training program for graduate level interns in which they provide 24hrs a week of free clinical services to the community in exchange of training and mentorship. I have reduced this line by \$1,000 as our clinical consultant will be increasing her time with staff and providing individualized professional development. While it may look like we are doing less professional development but reducing this line item it is actually just shifting this money around to be able to access more clinical consultation, and professional development.

FY22 Department Goals-Progress-Youth & Family Services continues to see an increase in the utilization of services since the COVID 19 Pandemic has impacted the community. We successfully worked with the Select Board and Community Action Fund to administer the Rent and Mortgage Relief Program which provided over \$75,000 in financial assistance to residents in need. We've also expanded our programming to include small groups to help youth decrease levels of anxiety and support socialization given COVIDs impact on youth mental health. This has now become a standard offering in our services. We continue to focus on mental health and substance use and prevention programming within the community. A stakeholder retreat was held in June with over 30 participants and we had a great youth turnout which helped us write the Drug Free Community Grant now in the final stages of completion. We look forward to continuing to grow as a department and meeting the needs of the community as we recover from the physical and emotional toll that COVID has brought with it.

FY23 Departmental Goals- These goals were established in June by The Youth Advisory Board and include the following programmatic benchmarks

1. Move toward a brief short-term therapy model using consistent, streamlined diagnostic treatment planning, short and long-term goal setting and a rubric for entry and exit criteria while maintain clinical integrity.
2. Create a satisfaction survey for clients who have terminated from the program.
3. Create and disseminate a needs assessment to identify and develop needed services, such as groups, a support system for parents, and volunteer opportunities.

Staffing Levels

Presently the department has two full time staff which includes the Program Director and Community Therapist/Court Diversion Coordinator (Grade 500 Step 3) whom work together to assist residents in need.

Changes in FY22 included a temporary community therapist to help cover two maternity leaves. This temp. Position will be phasing out at the end of February.

Additionally in FY22 we were unfortunately unable to take on two graduate level interns due to the increase in demand on our department. However, we hope to have this program back up and running in FY23.

Youth & Family Services	FY2020	FY2021	FY2022	FY2023
YFS Director	1.00	1.00	1.00	1.00
Court Diverson Coordinator	1.00	1.00	1.00	1.00
PT Clinical Support	-	-	0.40	0.40
Intern Program	variable	variable	variable	variable
(01542) Subtotal	2.00	2.00	2.40	2.40

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget; additional Part-Time Clinical Support was added in FY22 through CARES Act and ARPA funding and is expected to continue in FY23.

New Requests Recommended by the Town Administrator: N/A

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

**Town of Holliston
FY23 Youth and Family Services- Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	YOUTH SERVICES									
51100	Administrative Salaries	74,825	77,684	77,917	79,475	81,065	1,590	2.00%	82,177	1,112
51110	Administrative Assistant	10,280	56,952	62,794	63,308	65,898	2,590	4.09%	65,898	-
51210	Temp Salaries	0	0	0	5,521	0	(5,521)	-100.00%	-	-
51400	Longevity	0	0	0	0	50	50	0.00%	50	-
51000	PERSONAL SERVICES	85,105	134,636	140,711	148,304	147,013	(1,291)	-0.87%	148,125	1,112
53000	Professional Services	750	3,985	12,984	6,826	11,800	4,974	72.87%	11,800	-
53400	Communications	1,748	1,822	1,810	2,400	2,400	-	0.00%	2,400	-
52000	PURCHASED SERVICES	2,498	5,807	14,794	9,226	14,200	4,974	53.91%	14,200	-
54200	Office Supplies	990	659	908	1,000	1,000	-	0.00%	1,000	-
54000	SUPPLIES & MATERIALS	990	659	908	1,000	1,000	-	0.00%	1,000	-
57100	Professional Development	3,260	460	2,402	3,000	2,000	(1,000)	-33.33%	2,000	-
57000	OTHER EXPENSES	3,260	460	2,402	3,000	2,000	(1,000)	-33.33%	2,000	-
TOTAL	YOUTH SERVICES (01542)	91,853	141,562	158,815	161,530	164,213	2,683	1.66%	165,325	1,112

**Town of Holliston
FY23 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** is slightly down due, in part, to changing US Census data that increases the apportionment for other communities (namely Hopkinton). \$42,639.
- **57700 Veterans' Benefits** is flat; through January 2022 (7 months) this line for Holliston is 51.1% expended. State has indicated they will increase benefits' allowances as of July 1, 2022, so something to monitor
- **55800 Cemetary Flags** up due to pricing which hit FY22 as well, with \$364.50 overspent on the line item. 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 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	VETERANS' SERVICES									
55800	Other Supplies	1,307	1,150	1,438	1,450	1,850	400	27.59%	1,850	-
54000	SUPPLIES & MATERIALS	1,307	1,150	1,438	1,450	1,850	400	27.59%	1,850	-
56943	MetroWest Veterans District	28,492	42,353	41,239	42,983	42,639	(344)	-0.80%	42,639	-
56000	INTERGOVERNMENTAL	28,492	42,353	41,239	42,983	42,639	(344)	-0.80%	42,639	-
57700	Benefits	24,371	51,410	46,296	50,000	50,000	-	0.00%	50,000	-
57000	OTHER EXPENSES	24,371	51,410	46,296	50,000	50,000	-	0.00%	50,000	-
TOTAL	VETERANS' SERVICES (01543)	54,170	94,913	88,973	94,433	94,489	56	0.06%	94,489	-

Town of Holliston
FY23 Holliston Public Library – Proposed Budget

LIBRARY (01610):

Description of Services

The primary expenses within the library budget are for personal services, representing 67.6 % of actual expenditures in FY23. Direct care of the building and utilities comprises 9.3% with the rest providing traditional library services.

- **51000 – 51400:** The Library Director with 40 hours per week; the Assistant Director and Children’s Librarian with 37.5 hours per week each; a 25 hour per week Head of Circulation; an 18 hours per week catalog; 9 part-time library technicians (all under 20 hours per week;) and a part-time page at 5.5 hours per week. No changes in FY23. Includes 2% COLA, step increases and longevity where applicable. The library trustees increased the director’s salary from \$ 91,598 to \$ 100,000 to cover the possible salary of a new director.
- **52100**—Energy & Utilities: Increased \$ 2,000 to reflect actual bills from \$ 17,500 to \$ 19,500.
- **52400**—Grounds & Building Maintenance: Increased \$ 4,440 to cover increases; quarterly elevator service contract increase from \$ 780 to \$ 900; annual elevator inspection from \$ 1,255 to \$ 1,375 and miscellaneous repairs with advice from the facilities manager from \$ 5,000 to \$ 8,000. I believe he hopes to fix a number of broken radiators (our source of heat) and a number of broken windows in the newer part of the building; \$ 1,200 for cleaning rugs added back in (we installed new carpet last year.)
- **52905**—Custodial—Increased \$ 2,112 to cover increase to cleaning contract. Janitorial supplies are level-funded at about \$ 800 per year.
- **53000**—Professional & Technical—Increased \$ 365 overall. Addition of \$ 535 for Eventkeeper (online program registration) which was previously funded by the Friends. Decrease to website from \$ 819 to \$ 649 (last year included upgrade to comply with ADA rules;) all other lines for movie license, Tixkeeper, World Cat and Deep Freeze security software level-funded.
- **53400**—Communications—Increased \$ 1315 overall. Minuteman Library Network membership increased from \$ 29,748 to \$ 31,293; postage reduced from \$ 100 to \$ 50 to reflect actual usage; telephone reduced from \$ 2,160 to 1,980 due to changes to bundling of phone lines.
- **54200**—Office supplies—Level-funded. Includes ink for public printers; materials to catalog all library materials, barcodes, patron library cards as well as office supplies.
- **55808**—Books: Equal to 16% of overall budget (required for state certification) plus \$ 3,000 to cover book lease program)
- **57100**—Professional Development—level-funded at \$ 0; all meetings are via Zoom and conferences are paid by Friends.

FY22 Departmental Goals – Progress

1. Hiring of new director underway
2. Writing of LSTA grant for programs for children 0-6
3. Implemented Roomkeeper for online meeting room booking
4. Implemented film streaming service (Kanopy); added Hotspots for public use; added Roku and Fire Sticks with Apple TV and HBO Max for circulation.
5. Additon of French Language Conversation Group

- 6. Technology teaching for electronic resources at Senior Center, online and in-library
- 7. Update of disaster plan

FY23 Departmental Goals

- 1. Implement state grant for very young children
- 2. Transition to new director
- 3. Set up visiting schedule to preschools and day care centers

Staffing Levels

Library	FY2020	FY2021	FY2022	FY2023
Library Director	1.00	1.00	1.00	1.00
Assistant Library Director	1.00	1.00	1.00	1.00
Cateloger	0.48	0.48	0.48	0.48
Children's Librarian	1.00	1.00	1.00	1.00
Head of Circulation	0.63	0.63	0.63	0.63
Library Technicians (9)	variable	variable	variable	variable
Library Page(s)	variable	variable	variable	variable
(01610) Subtotal	4.11	4.11	4.11	4.11

**Nine (9) Library Technicians work a total of 88 hrs/wk on average*

Budget Recommendations (Filled out by Town Administrator)

Level Services: Planned retirement of Library Director will impact level service of key positon.

New Requests Recommended by the Town Administrator: Town Administrator supports budgeting for overlap of retiring Director with new Director.

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

**Town of Holliston
FY23 Holliston Public Library – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	LIBRARY									
51100	Administrative Salaries	77,111	86,323	88,125	89,802	100,000	10,198	11.36%	100,000	-
51110	Administrative Assistant	56,129	61,371	63,071	63,599	65,772	2,173	3.42%	65,772	-
51111	Children's Librarian	37,549	45,363	52,487	56,775	61,144	4,369	7.70%	61,144	-
51112	Regular Salaries	95,005	91,460	85,870	85,789	84,698	(1,091)	-1.27%	88,333	3,635
51119	Cataloger	30,299	22,812	21,536	24,280	25,330	1,050	4.32%	25,330	-
51120	Head of Circulation	36,511	38,734	38,995	39,607	40,403	796	2.01%	40,403	-
51400	Longevity	1,300	1,200	1,250	1,400	1,650	250	17.86%	1,650	-
51000	PERSONAL SERVICES	333,904	347,263	351,334	361,252	378,997	17,745	4.91%	382,632	3,635
52100	Energy & Utilities	17,704	18,048	18,815	17,500	19,500	2,000	11.43%	19,500	-
52400	Buildings & Grounds Maintenance	13,304	11,394	11,604	9,279	13,719	4,440	47.85%	11,600	(2,119)
52905	Custodial	14,605	14,710	14,507	14,864	16,976	2,112	14.21%	16,976	-
53000	Professional Services	1,836	1,542	1,249	2,032	2,397	365	17.96%	2,397	-
53400	Communications	32,043	32,443	31,968	32,008	33,323	1,315	4.11%	33,323	-
52000	PURCHASED SERVICES	79,492	78,137	78,143	75,683	85,915	10,232	13.52%	83,796	(2,119)
54200	Office Supplies	4,192	2,652	2,242	3,000	3,000	-	0.00%	3,000	-
55808	Books & Periodicals	80,788	81,681	82,482	87,873	92,600	4,727	5.38%	92,600	-
54000	SUPPLIES & MATERIALS	84,980	84,333	84,724	90,873	95,600	4,727	5.20%	95,600	-
57100	Professional Development	251	119	0	0	0	-	0.00%	-	-
57000	OTHER EXPENSES	251	119	0	0	0	-	0.00%	-	-
TOTAL	LIBRARY (01610)	498,627	509,852	514,201	527,808	560,512	32,704	6.20%	562,028	1,516

Town of Holliston
FY23 Parks and Recreation – Proposed Budget

Parks and Recreation (Dept 01650):

Description of Services

The primary expenses within the Parks and recreation budget is personal services, representing 93% of our FY23 budget request

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

FY22 Departmental Goals – Progress

The Parks Department successfully returned summer programming to near Pre-Covid registration numbers and even surpassed our 2019 performance for program registration based on a number of metrics. We have been at the forefront of the conversation taking place to adjust our maintenance practices to increase service levels at our fields and Parks. We have not been able to bring back our bussing program from the schools which helps us drive programming numbers during the school year, but are hopeful for a return to that practice in fall of '22.

Buildings and Grounds Maintenance

Parks and Recreation is requesting \$9,813 dollars for grounds maintenance. This reflects services to maintain areas that are not direct revenue drivers for the Parks and Recreation Department including treatments to keep playgrounds safe for kids, tree fertilizations and gypsy moth/tick treatments at public facilities that are provided at no cost for usage. This reflects an increase of \$58 dollars from last year’s requests as a result of price increases from our vendor.

FY23 Departmental Goals

1. Increase summer program registration for Parks and Recreation Programming
2. Additional waterfront services for Summer '22 to include swimming lessons and additional guarding hours from what we were able to offer in summer '21
3. Support DPW in new Grounds Department development and establish strong communication with that group as it is formulated
4. Return to bussing students from Miller and Placentino to 1750 Washington for varied programs in Fall of '22 and continue to operate this model through the '22-'23 school year

Staffing Levels

Parks & Recreation	FY2020	FY2021	FY2022	FY2023
Director of Parks & Recreation	1.00	1.00	1.00	1.00
Asst. Director of Parks & Recreation	1.00	1.00	1.00	1.00
Camp Director*	-	-	-	-
Waterfront Supervisor*	-	-	-	-
Maintenance*	-	-	-	-
Camp Supervisors*	-	-	-	-
Camp Counselors*	-	-	-	-
Lifeguards*	-	-	-	-
(1650) Subtotal	2.00	2.00	2.00	2.00

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

Budget Recommendations (Filled out by Town Administrator)

Level Services:

New Requests Recommended by the Town Administrator:

New Requests Not Recommended by the Town Administrator:

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
PARKS & RECREATION										
51100	Administrative Salaries	59,931	66,578	67,792	69,148	70,531	1,383	2.00%	71,499	968
51110	Administrative Assistant	42,696	48,596	44,606	48,666	51,349	2,683	5.51%	51,349	-
51210	Part Time Salaries	13,317	13,776	13,595	14,360	14,647	287	2.00%	14,647	-
51400	Longevity	0	0	0	0	50	50	0.00%	50	-
51000	PERSONAL SERVICES	115,944	128,950	125,993	132,174	136,577	4,403	3.33%	137,545	968
52400	Buildings & Grounds Maintenance	-	-	-	9,755	9,813	58	0.59%	9,813.00	-
52000	PURCHASED SERVICES	-	-	-	9,755	9,813	58	0.59%	9,813.00	-
TOTAL	PARKS & RECREATION (01650)	115,944	128,950	125,993	141,929	146,390	4,461	3.14%	147,358	968

**Town of Holliston
FY23 Rail Trail – Proposed Budget**

Rail Trail (01660):

Description of Services

Explanation/narrative of departmental goals, as well as statutory or regulatory requirements, that the FY23 budget request aims to meet Department Goals.

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 installed between the years 2012 to 2020. Prior to 2019, the Rail Trail, (the Trail), has been cleared and maintained by volunteers using their own equipment, vehicles, supplies and parts. In 2019 the Trails Committee requested funding to support the acquisition of equipment for Trail maintenance volunteers to use.

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 2023 are to continue to maintain the trail to a safe and clean surface. The financial support will mainly be used for the golf cart maintenance, equipment, parts and support services.

During the calendar year of 2021, volunteers have donated over 800 hours of service in the maintenance of the trail. See attached summary sheet for 2021.

New or improved service level requests that the department wishes to pursue, if funding were available (as has been vetted and approved by an oversight Board or Committee, where applicable)

The Trails Committee is not seeking additional funding for new or improved service levels. In recent years there has been significant insect and weather impacts resulting in many trees diseased or dying. We will be seeking, upon further research, additional funding in the future for additional tree maintenance, potential surface top dressing, repairs to the façade of Phipps Tunnel and drainage improvements to the north of the Tunnel. As in prior years we will search out other funding sources prior to requesting funding through Town Meeting. As mentioned those future projects will require research to develop a plan and costs that will be needed.

Budget Recommendations (Filled out by Town Administrator)

Level Services: This is a level service budget.

New Requests Recommended by the Town Administrator: The Town has engaged with commercial abutters of the Rail Trail to offer licenses for use of this Town-owned property under specific circumstances. The result of this licensing process is \$4,500 in new local receipts in FY22. The Town Administrator recommends making this revenue directly available to the Trail Committee through this line item in FY23.

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Budget Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	RAIL TRAIL									
52400	Buildings & Grounds Maintenance	-	-	1,000	1,000	1,000	-	0.00%	5,000	4,000
52000	PURCHASED SERVICES	-	-	1,000	1,000	1,000	-	0.00%	5,000	4,000
TOTAL	RAIL TRAIL (01660)	-	-	1,000	1,000	1,000	-	0.00%	5,000	4,000

**Town of Holliston
FY23 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 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	MEMORIAL DAY									
55800	Memorial Day	1,954	756	2,000	2,000	2,300	300	15.00%	2,300	-
TOTAL	CELEBRATIONS (01692)	1,954	756	2,000	2,000	2,300	300	15.00%	2,300	-

**Town of Holliston
FY23 Debt Service – Proposed Budget**

DEBT SERVICE (01710):

FY22 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.**

FY23 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 does not create any additional budget flexibility because the remaining debt is entirely “excluded.”

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

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

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	DEBT SERVICE									
53005	Professional Services	2,034	511	2,000	4,000	4,000	-	0.00%	4,000	-
52000	PURCHASED SERVICES	2,034	511	2,000	4,000	4,000	-	0.00%	4,000	-
59100	Principal Long Term Debt	4,695,476	4,825,314	2,680,000	2,200,000	530,000	(1,670,000)	-75.91%	530,000	-
59150	Interest Long Term Debt	688,043	467,043	330,553	198,638	91,074	(107,564)	-54.15%	91,074	-
59250	Interest Short Term Debt	0	0	0	0	0	-	0.00%	0	-
59300	General Interest	0	0	0	2,500	2,500	-	0.00%	2,500	-
57600	DEBT SERVICE	5,383,519	5,292,357	3,010,553	2,401,138	623,574	(1,777,564)	-74.03%	623,574	-
TOTAL	DEBT SERVICE (01710)	5,385,553	5,292,868	3,012,553	2,405,138	627,574	(1,777,564)	-73.91%	627,574	-

Town of Holliston
FY23 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. The FY23 changes that are expected are outside of the control of the Town or WSHG, as one of the providers that employees have access to (Fallon) intends to stop providing their current plans. Additional changes are expected in the coming years as other providers (Harvard Pilgrim and Tufts) intend to consolidate.

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 a contribution of \$1.5 million for FY23, which is allocated to a few different cost centers. This allocation meets the Financial Policies adopted by the Select Board and Finance Committee in the fall of 2021.

51772 – Miscellaneous Pensions – School employees that are eligible for the Mass. Teachers Retirement System (MTRS) pay into the system and the State contributes annually towards the liability; the MTRS system is less than 60% funded, but does not impact the Town's Omnibus Budget. School employees that are not eligible for MTRS but are pension-eligible, and all pension-eligible Town employees pay into the Middlesex County Retirement System (MCRS). In FY22, Town Meeting approved a Pension Stabilization Fund to address the concerning pension liability, and the first significant payment was allocated from Free Cash (\$250,000), but this line may be used in the future to continue to fund the Pension Stabilization Fund.

**Town of Holliston
FY23 Employee Benefits & Insurances – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	AFTER ALLOCATION				Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
		Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022					
	EMPLOYEE BENEFITS									
51770 1	County Retirement	1,961,571	2,010,385	2,144,455	2,375,731	2,607,227	231,496	9.74%	2,607,227	-
	COUNTY RETIREMENT (01911)	1,961,571	2,010,385	2,144,455	2,375,731	2,607,227	231,496	9.74%	2,607,227	-
51710	Workers' Compensation	243,607	271,450	283,171	311,589	360,200	48,611	15.60%	360,200	-
	WORKERS' COMPENSATION (01912)	243,607	271,450	283,171	311,589	360,200	48,611	15.60%	360,200	-
51780	Unemployment	7,717	9,262	41,438	100,000	100,000	-	0.00%	75,000	(25,000)
	UNEMPLOYMENT (01913)	7,717	9,262	41,438	100,000	100,000	-	0.00%	75,000	(25,000)
51720	Disability Insurance	27,488	30,116	31,595	35,116	37,271	2,155	6.14%	37,271	-
51740	Life Insurance	24,504	13,751	13,016	15,201	14,970	(231)	-1.52%	14,970	-
51750 2	Health Insurance	4,642,193	4,658,224	5,032,781	5,506,654	5,707,112	200,458	3.64%	5,615,112	(92,000)
51751 5	Employee Health Mitigation Fund (EHMF)	19,417	7,458	46,958	0	36,000	36,000	0.00%	36,000	-
51754 6	HSA Contribution	118,750	59,917	53,000	52,000	89,000	37,000	71.15%	89,000	-
51755	HSA & FSA Administrative Fee	1,656	1,300	1,094	1,500	6,000	4,500	300.00%	6,000	-
51756	Employer Shared Responsibility	2,396	0	15,627	10,000	10,000	-	0.00%	10,000	-
51760	Medicare	486,818	504,754	514,328	555,358	548,737	(6,621)	-1.19%	548,737	-
51761	Medicare Part B	8,087	8,405	9,419	9,200	10,755	1,555	16.90%	10,755	-
	INSURANCE	5,331,309	5,283,925	5,717,818	6,185,029	6,459,845	274,816	4.44%	6,367,845	(92,000)
51772	Miscellaneous Pensions	0	0	1,249	0	0	-	0.00%	-	-
51790	OPEB	1,443,311	1,442,675	1,447,632	1,456,470	1,468,282	11,812	0.81%	1,468,282	-
51930 4	Settlement for Salary Accounts	67,915	65,000	81,981	75,000	75,000	-	0.00%	75,000	-
51931	Other Administration Fees	8,200	72	25,555	15,000	23,700	8,700	58.00%	23,700	-
	BENEFITS	1,519,426	1,507,747	1,556,417	1,546,470	1,566,982	20,512	1.33%	1,566,982	-
TOTAL	EMPLOYEE BENEFITS (01914)	6,850,735	6,791,672	7,274,235	7,731,499	8,026,827	295,328	3.82%	7,934,827	(92,000)
	TOTAL BENEFITS (AFTER ALLOCATION)	9,063,630	9,082,769	9,743,299	10,518,819	11,094,254	575,435	5.47%	10,977,254	(117,000)

Town of Holliston
FY23 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.

FY22 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. This information will be available, most likely, in April 2022.

FY23 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 Facilities Manager and other Department Heads

Staffing Levels

The MIIA contract is managed through the Town Administrator's Office.

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget

New Requests Recommended by the Town Administrator: None requested

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

**Town of Holliston
FY23 Liability Insurance – Proposed Budget**

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	LIABILITY INSURANCE									
57400	Property and Liability Insurance	188,974	244,963	245,831	320,291	336,306	16,015	5.00%	336,306	-
57000	LIABILITY INSURANCE (01945)	188,974	244,963	245,831	320,291	336,306	16,015	5.00%	336,306	-

Town of Holliston
FY23 Department of Public Works (DPW) Water Division – Proposed Budget

DPW Water Division (61450):

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

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

52100-52000 Purchased Services

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

54200-55809 Supplies and Materials

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

56920 Intergovernmental

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

57000 Other expenses

- 57100 Professional Development – training classes, license renewals

58000 Capital Outlay

- 58001 Hydrants – hydrant replacement, repair parts

59000 Debt Service

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

Staffing Levels

DPW - Water Division	FY2020	FY2021	FY2022	FY2023
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 II (Request)	5.00	5.00	5.00	6.00
(01420) Subtotal	9.60	9.60	9.60	10.60

Budget Recommendation (Filled out by Town Administrator)

Level Services: This is a level service budget, additional staff request is directed by MassDEP given current service requirements.

New Requests Recommended by the Town Administrator: Additional Water Equipment Operator II has been identified as a staffing requirement by MassDEP. Debt is based on Well No. 5 borrowing, and Water Retained Earnings will be utilized from FY2023 to FY2026 to stabilize the water rates.

Town of Holliston
FY23 Department of Public Works (DPW) Water Division – Proposed Budget

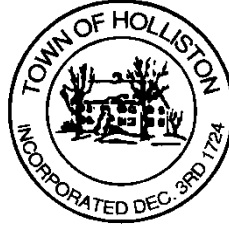
Table 1 of 2

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	WATER									
51100	Administrative Salaries	61,694	64,269	64,513	65,804	67,120	1,316	2.00%	67,910	790
51105	Foreman	134,451	134,374	138,815	145,032	160,469	15,437	10.64%	160,469	-
51110	Administrative Assistant	53,269	54,601	55,147	56,251	60,760	4,509	8.02%	60,760	-
51112	Regular Salaries	222,041	278,555	290,086	304,326	369,508	65,182	21.42%	369,508	-
51113	Clerical Salaries	45,427	46,914	47,210	48,160	49,128	968	2.01%	50,111	983
51200	Temporary Labor	3,960	0	0	5,000	5,000	-	0.00%	5,000	-
51300	Overtime	20,191	20,372	29,654	42,199	45,000	2,801	6.64%	45,000	-
51306	Flouridation OT	16,865	17,783	19,416	26,779	26,779	-	0.00%	26,779	-
51400	Longevity	550	650	750	900	850	(50)	-5.56%	850	-
51404	Duty Pay	0	0	0	13,500	13,500	-	0.00%	13,500	-
51407	Police Details	3,018	4,416	2,816	5,411	5,411	-	0.00%	5,411	-
	<i>Subtotal Personal Services</i>	<i>561,466</i>	<i>621,934</i>	<i>648,407</i>	<i>713,362</i>	<i>803,525</i>	<i>90,163</i>	<i>12.64%</i>	<i>805,298</i>	<i>1,773</i>
51710	Workers' Compensation	15,498	16,224	15,170	16,644	15,745	(899)	-5.40%	15,745	-
51720	Disability Insurance	2,310	2,550	2,704	2,993	3,111	118	3.94%	3,111	-
51740	Life Insurance	361	378	361	361	361	-	0.00%	361	-
51750	Health Insurance	60,918	65,534	49,551	63,383	73,389	10,006	15.79%	73,389	-
51760	Medicare	7,314	7,899	7,714	8,309	8,625	316	3.80%	8,625	-
51770	County Retirement	94,214	105,110	103,028	110,705	120,542	9,837	8.89%	120,542	-
51790	OPEB	21,161	21,231	15,896	19,988	21,793	1,805	9.03%	21,793	-
	<i>Subtotal Benefits</i>	<i>201,776</i>	<i>218,926</i>	<i>194,424</i>	<i>222,383</i>	<i>243,566</i>	<i>21,183</i>	<i>9.53%</i>	<i>243,566</i>	<i>-</i>
51000	PERSONAL SERVICES	763,242	840,860	842,831	935,745	1,047,091	111,346	11.90%	1,048,864	1,773

Town of Holliston
FY23 Department of Public Works (DPW) Water Division – Proposed Budget

Table 2 of 2

ACCT. NO.	ACCOUNT NAME	Actual Fiscal Year 2019	Actual Fiscal Year 2020	Actual Fiscal Year 2021	Budget Fiscal Year 2022	Request Fiscal Year 2023	Change (\$) FY 2022 to FY2023	Change (%) FY 2022 to FY2023	TA Rec. Fiscal Year 2023	Chg. (\$) Dept. Req. to TA Rec.
	WATER									
52100	Energy & Other Utilities	27,902	31,461	35,000	31,500	31,500	-	0.00%	31,500	-
52130	Electricity	244,551	217,719	226,000	226,000	226,000	-	0.00%	226,000	-
52400	Buildings & Grounds Maintenance	24,071	11,955	13,164	13,164	13,164	-	0.00%	13,164	-
52402	Computer Repair & Maintenance	0	0	0	-	-	-	0.00%	-	-
53031	Vehicle Maintenance	12,891	10,975	10,000	13,000	15,000	2,000	15.38%	15,000	-
53000	Professional Services	161,160	199,541	159,000	190,000	205,000	15,000	7.89%	203,227	(1,773)
53011	Tank Inspection	4,500	0	10,000	10,000	10,000	-	0.00%	10,000	-
53012	Well Cleaning	0	36,075	15,000	15,000	20,000	5,000	33.33%	20,000	-
53400	Communications	24,306	23,984	27,000	25,000	25,000	-	0.00%	25,000	-
52000	PURCHASED SERVICES	499,381	531,710	495,164	523,664	545,664	22,000	4.20%	543,891	(1,773)
54200	Office Supplies	7,545	11,567	9,201	9,201	9,201	-	0.00%	9,201	-
54300	Repair & Maint. Supplies	37,903	24,431	40,000	38,000	38,000	-	0.00%	38,000	-
54800	Vehicle Supplies	14,335	14,413	15,000	15,000	15,000	-	0.00%	15,000	-
54900	Food Supplies	120	30	250	250	250	-	0.00%	250	-
55809	Field Expenses	171,300	152,599	203,250	176,278	176,278	-	0.00%	176,278	-
54000	SUPPLIES & MATERIALS	231,203	203,040	267,701	238,729	238,729	-	0.00%	238,729	-
56920	Safe Water Assessment	3,230	3,289	4,000	4,000	4,000	-	0.00%	4,000	-
56000	INTERGOVERNMENTAL	3,230	3,289	4,000	4,000	4,000	-	0.00%	4,000	-
57100	Professional Development	5,606	4,451	5,678	5,678	5,000	(678)	-11.94%	5,000	-
57000	OTHER EXPENSES	5,606	4,451	5,678	5,678	5,000	(678)	-11.94%	5,000	-
58001	Hydrants	15,000	7,522	15,000	15,000	15,000	-	0.00%	15,000	-
58000	CAPITAL OUTLAY	15,000	7,522	15,000	15,000	15,000	-	0.00%	15,000	-
59100	Principal	567,865	575,210	577,605	585,052	752,633	167,581	28.64%	752,633	-
59150	Interest	152,275	126,992	101,538	203,065	509,295	306,230	150.80%	509,295	-
59260	Administration Fees	3,285	3,123	2,958	2,788	2,617	(171)	-6.13%	2,617	-
59000	DEBT SERVICE	723,425	705,325	682,101	790,905	1,264,545	473,640	59.89%	1,264,545	-
TOTAL	WATER	2,241,087	2,296,197	2,312,475	2,513,721	3,120,029	606,308	24.12%	3,120,029	(0)



To: Select Board
 School Committee
 Parks Commission
 Finance Committee

From: Travis Ahern, Town Administrator

Date: March 3, 2022

Re: Summary “Grounds Maintenance” Challenges and Needs & FY2023 Proposal

Timeline of Working Group

With an initial meeting of liaisons from the Select Board (John Cronin), Parks Commission (Shaw Lively) and Finance Committee (Dan Alfred, Vincent Murphy, and Mark Whittaker) accompanied by staff of the DPW, Facilities and Parks in August of 2021, an evaluation of the current service model for “Grounds Maintenance” was initiated.

This initial meeting resulted in representatives of the Holliston Public Schools (Chair Cynthia Listwenik, Superintendent Dr. Susan Kustka, and Asst. Superintendent Keith Buday) being brought into the working group in October of 2021, and subsequently 4-5 more meetings taking place on a fact-finding basis through early 2022. An operational discussion of DPW, School, and Recreation staff was also held to discuss needs. Topics of discussion have been: (1) operational needs and challenges, (2) governance structure of a Grounds Division servicing multiple departments, and (3) financial implications of additional staffing requests.

Conclusions Drawn

The result of these discussions was a desire for operational improvements and a need for increased staffing capacity for grounds maintenance to cover Town and School properties, and Recreational fields and facilities overseen by the Parks Commission. In short, a Grounds Maintenance Supervisor position was created over a decade ago as “Phase 1” of a process that never completed additional phases, and the staffing to meet the needs of all stakeholders in Holliston is woefully inadequate.

The main goal of creating a Grounds Division (i.e. additional grounds staffing capacity within DPW) is to transition from reactive grounds maintenance (on an “as needed” basis) to proactive grounds maintenance in which consistent/scheduled grounds maintenance can be provided throughout the year (with heaviest workload being March through October). While the focus of the community’s discussions is often centered on what services the Town, School and Parks are not receiving in the current model, another lens in which to view

status quo is: during peak times of the year for grounds maintenance needs (spring/summer) the DPW Heavy Equipment Operators are pulled off of construction sites to meet grounds needs, affecting the entire operational model of Public Works.

FY2023 Costs & Operating Budget Request

Only the level service budget for DPW Highway (01420), which does not include the cost of additional staff, is included in the FY2023 Town Administrator Budget Recommendation, due to budget constraints as of today, March 3, 2022.

However, DPW budget presentations to the Select Board and Finance Committee are scheduled for Monday, March 7, 2022, and Tuesday, March 29, 2022, respectively, and **I would ask that each group review the attached documentation and seriously consider the impact of not addressing our current staffing deficiencies in DPW.** The proposed costs are below, and a potential staffing model is added in Organizational Chart format in Appendix A, followed by a summary of the Parks Commission needs in Appendix B, and the draft Service Level Policy is attached as Appendix C.

FY2023 Grounds Division Request - Revenue & Expenditure			Level Service Budget Req.	Ground Div Budget	Fiscal Year Impact
Category	Object	Description	Fiscal Year 2023	Fiscal Year 2023	2023
DPW Hwy (01420)	51118	Foreman - One (1) Additional	-	60,000	60,000
DPW Hwy (01420)	51112	Current Grounds Supervisor	58,588	58,588	-
DPW Hwy (01420)	51112	Regular Salaries - Two (2) Laborers	-	82,000	82,000
DPW Hwy (01420)	52411	Fuel System	10,000	3,500	(6,500)
DPW Hwy (01420)	52425	Daily Maintenance	25,000	20,000	(5,000)
P&R (01650)	52400	Buildings & Grounds Maintenance	9,813	-	(9,813)
Benefits (01914)	51750	Health Insurance (+3 FTE)	19,167	76,668	57,501
Increased Net Costs for FY2023			122,568	300,756	178,188
Local Receipts	Other Charges for Services (Rec. Revolving)		-	(25,000)	(25,000)
Local Receipts	Other Charges for Services (Rec. Revolving, via ARPA)		-	(75,000)	(75,000)
Increased Net Revenue for FY2023			-	(100,000)	(100,000)
Gross FY2023 Impact			122,568	200,756	78,188

The recurring revenue offset from the Recreation Revolving Fund (estimated at \$25,000) will need to be optimized over time to account for solvency of the Fund, but the one-time \$75,000 offset proposed via ARPA would require all parties to understand that FY2024 and beyond must be balanced with sustainable and predictable revenue sources, such as the solar revenue for the SolSystems project on Marshall Street.

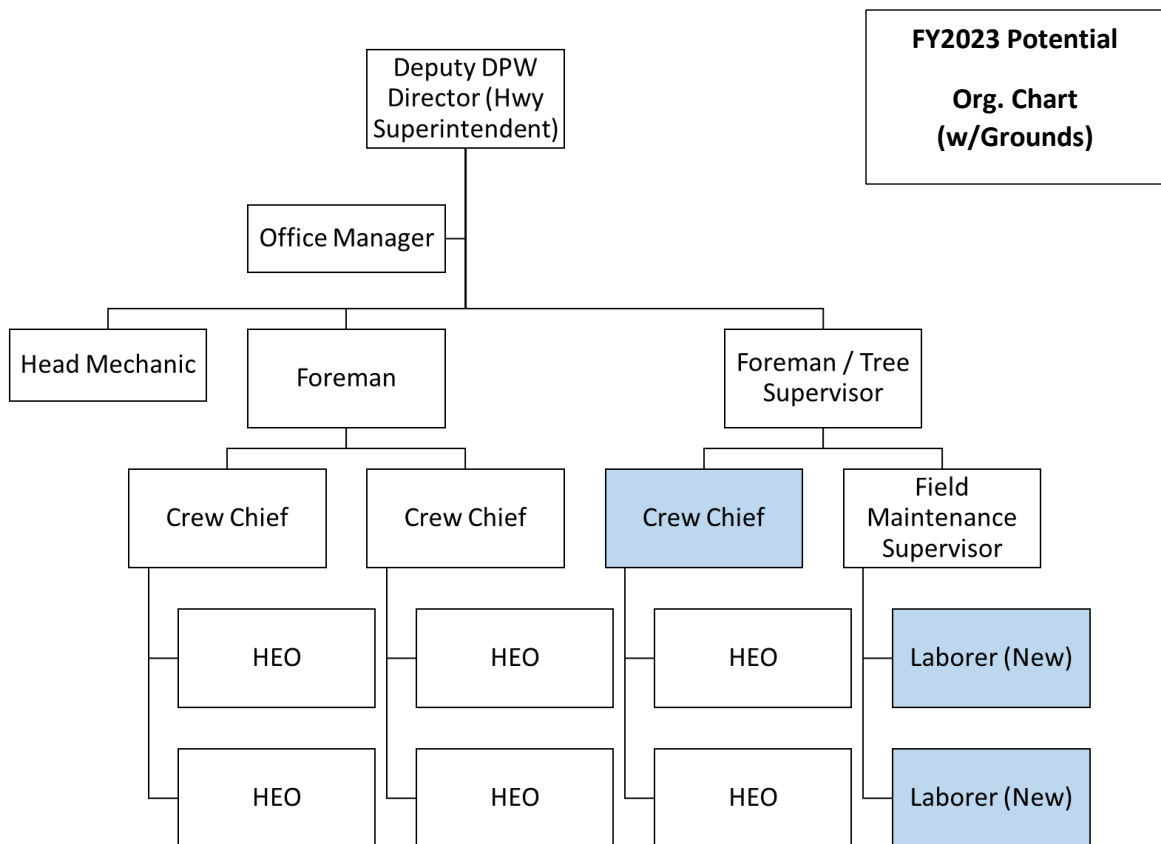
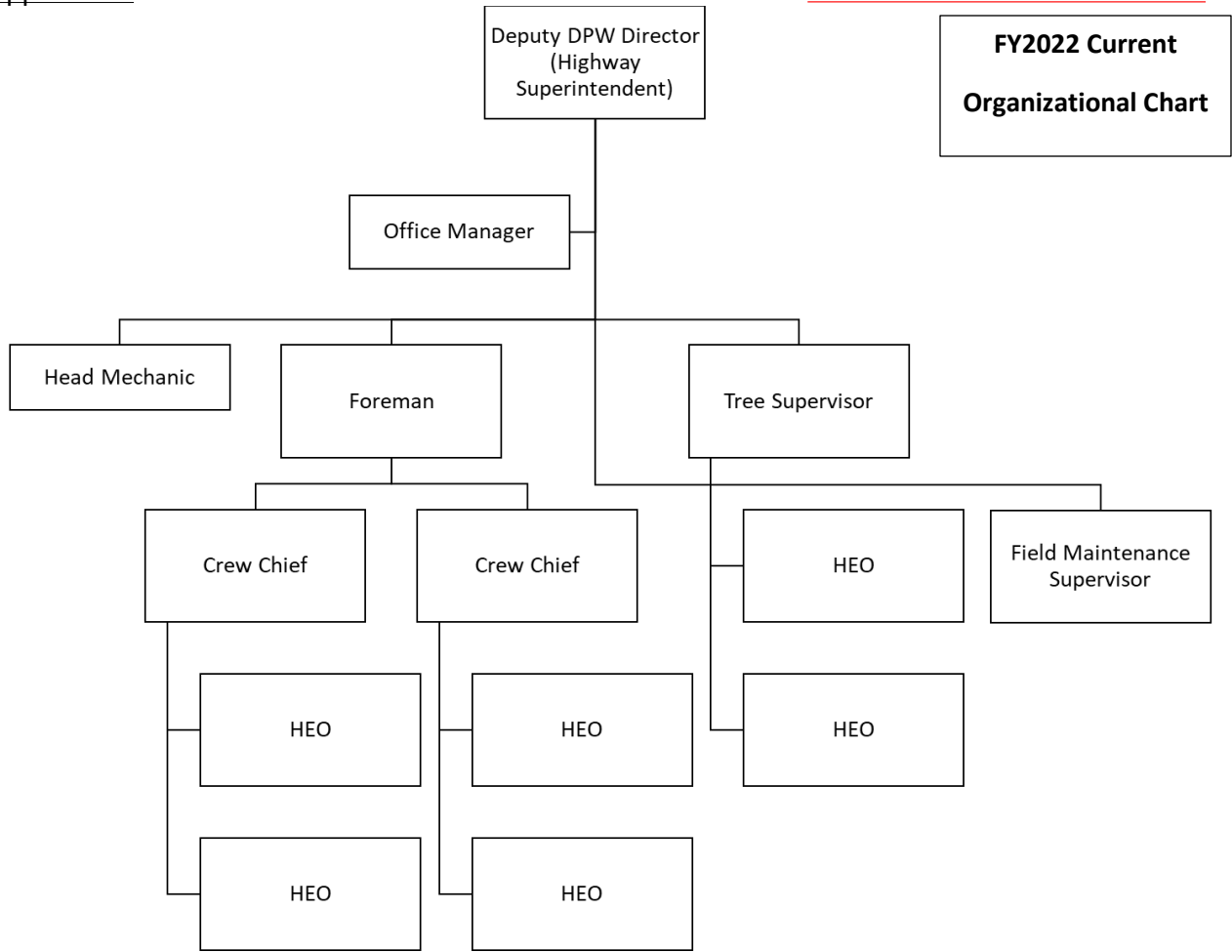
Attachments:

Appendix A. Organizational Chart, current structure vs. proposed (Option 1)

Appendix B. Summary of the Parks Commission needs

Appendix C. Draft Service Level Policy to outline operational expectations

cc: Dr. Susan Kustka, Superintendent
Keith Buday, Assistant Superintendent
Sean Reese, DPW Director
Robert Walker, Deputy DPW Director
Mark Frank, Recreation Director
James Keast, Facilities Manager
Kathleen Buckley, ATA/HR Director



	Site list	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
1	Mow	ALL SITES	W	W	W	W	W	W	W	W
1	Line (all sports)	S, GW, P, D, A, F, MS, HHS, WP	W	W	W	W	W	W	W	W
1	Courts (blowing/cleaning)	MS, GW, P	BW	BW	BW	W	W	BW	BW	BW
1	Trim/Weed	ALL SITES	W	W	W	W	W	W	W	W
1	Water/irrigation	S, GW, P, D, A, F, MS, HHS, WP	M	M	M	M	M	M	M	M
1	Trash removal (barrells and discarded)	S, PP, GW, P	BW	BW	BW	BW	BW	BW	BW	BW
1	Goose control	ALL SITES	M	M	M	W	W	W	M	M
1	Aeration	S, GW, P, D, A, F, MS, HHS, WP, 1750	n/a	BA	n/a	n/a	n/a	n/a	BA	n/a
1	Overseeding/fertilization	S, GW, P, D, A, F, MS, HHS, WP, 1750	Q	Q	n/a	n/a	n/a	Q	n/a	n/a
1	Insect/weed control	S, GW, P, D, A, F, MS, HHS, WP, 1750	W	W	W	W	W	W	W	W
1	Tree and bush (root) trim/remove	ALL SITES	W	W	W	W	W	W	W	W
1	Leaf removal	ALL SITES	W	W	W	W	W	W	W	W
1	Groom (baseball/softball fields)	S, GW, P, D, A, F, MS, HHS	W	W	W	W	W	W	W	W
1	Drainage/Culvert repair	MS, GW, P, S, PP	M	M	M	M	M	M	M	M
2	Edge (baseball/softball infields)	S, GW, P, D, A, F, MS, HHS	BA	BA	BA	BA	BA	BA	BA	BA
2	Till (baseball/softball infields)	S, GW, P, D, A, F, MS, HHS	BA	BA	n/a	n/a	n/a	n/a	BA	BA
2	Add material(baseball infields/softball)	S, GW, P, D, A, F, MS, HHS	BA	BA	n/a	n/a	n/a	n/a	BA	BA
2	Set bases/mounds (baseball/softball infields)	S, GW, P, D, A, F, MS, HHS	BA	BA	n/a	n/a	n/a	n/a	BA	BA
2	Lay out Lines (all sports)	S, GW, P, D, A, F, MS, HHS, WP	BA	BA	n/a	n/a	n/a	n/a	BA	BA
2	Equipment (high school sports)	HHS	BA	BA	n/a	n/a	n/a	n/a	BA	BA
2	Bullpens and warning tracks	S, GW, P, D, A, F, MS, HHS	BA	BA	n/a	n/a	n/a	n/a	BA	BA
2	Courts (nets/rims/pads)	MS, GW, P	BA	BA	n/a	n/a	n/a	n/a	BA	BA
3	Groom (baseball/softball fields)	HHS, A, D	AN	AN	AN	AN	AN	AN	AN	AN
3	rake (baseball/softball fields)	HHS, A, D	AN	AN	AN	AN	AN	AN	AN	AN
3	Marble (baseball/softball fields)	HHS, A, D	AN	AN	AN	AN	AN	AN	AN	AN
4	Shades	GW	n/a	BA	n/a	n/a	n/a	n/a	BA	n/a
4	Equipment - Installment/Mantnenaince	GW, S, PP	AN	AN	AN	AN	AN	AN	AN	AN
4	Equipment- Repair	GW, S, PP	AN	AN	AN	AN	AN	AN	AN	AN
4	Flower beds	GW, S, PP	W	W	W	W	W	W	W	W
4	Groom (beaches)	S, PP	n/a	n/a	W	W	W	W	n/a	n/a
4	Parking Lot Upkeep/Repair	WP, P, S, GW, MS, F	M	M	M	M	M	M	M	M
4	Playground Woodchips	GW, S, PP	A	A	A	n/a	n/a	n/a	n/a	n/a
4	Dock maintenance	S	n/a	n/a	M	M	M	M	n/a	n/a
4	Trash removal (barrells and discarded)		BW	BW	BW	BW	BW	BW	BW	BW
4	Trail maintenance		M	M	M	M	M	M	M	M
5	Trim/Weed- UNKNOWN	RT	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd
5	Repair- UNKNOWN	RT	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd
6	Plowing	S, GW, MS, 1750								
6	Storm Damage Assessment/Repair	ALL SITES								

- 1 Ongoing Maintenance
- 2 Opening tasks
- 3 Game Prep Tasks (schools)
- 4 Parks Tasks
- 5 Rail Trail
- 6 Winter/Offseason

Site Key:
 S- Stoddard
 GW- Goodwill
 PP- Pleasure Point
 P- Patoma
 D- Damigella
 A- Adams
 F- Flagg
 MS- Mission Springs
 HHS- Holliston High School
 WP- Weston Pond
 1750- 1750 Washington

Frequency Key
 D- Daily
 W- Weekly
 BW- Bi-Weekly
 M- Monthly
 AN- As needed
 Y- Yearly
 BA- Bi-annually
 Q- Quarterly

	Site list	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	Total
1	Mow	S, GW, P, D, A, F, MS, HHS, WP, 1750	30	54	64	64	64	64	64	64	532
1	Line (all sports)	S, GW, P, D, A, F, MS, HHS, WP	0	32	32	24	12	10	40	36	198
1	Courts (blowing/cleaning)	MS, GW, P	4	8	11	11	11	11	11	11	89
1	Trim/Weed	ALL SITES, GW, P, PP D, A, F, MS, HHS, WP, 1750	0	72	72	72	72	72	72	72	576
1	Water/irrigation	S, D, A, F, MS, HHS, WP	0	0	2	2	2	2	0	0	10
1	Trash removal (barrells and discarded)	All Sites	20	40	40	40	40	40	40	20	320
1	Goose control	ALL SITES, GW, P, PP D, A, F, MS, HHS, WP, 1750	5	5	5	5	5	5	5	5	45
1	Aeration	S, GW, P, D, A, F, MS, HHS, WP, 1750	0	32	0	0	0	0	32	0	64
1	Overseeding/fertilization	S, GW, P, D, A, F, MS, HHS, WP, 1750	20	40	0	0	0	0	20	0	80
1	Insect/weed control	S, GW, P, D, A, F, MS, HHS, WP, 1750	20	20	20	20	20	20	20	0	160
1	Tree and bush (root) trim/remove	ALL SITES, GW, P, PP D, A, F, MS, HHS, WP, 1750	20	20	40	40	40	40	20	20	280
1	Leaf removal	ALL SITES, GW, P, PP D, A, F, MS, HHS, WP, 1750	20	8	8	8	8	8	40	40	180
1	Groom (baseball/softball fields)	S, GW, P, D, A, F, MS, HHS	64	64	64	64	64	64	64	64	576
1	Drainage/Culvert repair		5	5	5	5	5	5	5	5	45
1	Edge (baseball/softball infields)	S, GW, P, D, A, F, MS, HHS	72	0	0	0	0	10	0	0	24
2	Till (baseball/softball infields)	S, GW, P, D, A, F, MS, HHS	64	0	0	0	0	20	0	0	84
2	Add material(baseball infields/softball)	S, GW, P, D, A, F, MS, HHS	40	0	0	0	0	10	0	0	50
2	Set bases/mounds (baseball/softball infields)	S, GW, P, D, A, F, MS, HHS	30	0	0	0	0	0	0	0	30
2	Lay out Lines (all sports)	S, GW, P, D, A, F, MS, HHS, WP	30	0	0	0	0	0	0	0	30
2	Equipment (high school sports)	HHS	12	10	0	8	0	10	0	0	40
2	Bullpens and warning tracks	S, GW, P, D, A, F, MS, HHS	20	10	8	8	8	8	8	10	88
2	Courts (nets/rims/pads)	MS, GW, P	20	10	0	0	0	0	0	0	30
3	Groom (baseball/softball fields)	HHS	0	22	22	4	0	0	0	0	48
3	rake (baseball/softball fields)	HHS	0	16	16	1	0	0	0	0	33
3	Marble (baseball/softball fields)	HHS	0	8	8	0.5	0	0	0	0	16.5
4	Shades	GW	0	0	20	0	0	0	8	0	28
4	Equipment	GW, S, PP	0	6	8	0	0	0	6	0	20
4	Repair	GW, S, PP	0	8	2	2	2	2	2	0	20
4	Flower beds	GW, S, PP	0	12	12	12	12	12	0	0	72
4	Groom (beaches)	S, PP	0	0	0	20	20	20	0	0	80
4	Parking Lot Upkeep/Repair	WP, P, S, GW, MS, F	10	10	10	10	10	10	10	10	90
4	Playground Woodchips	GW, S, PP	40	40	0	0	0	0	0	0	80
4	Dock maintenance	S	0	0	0	10	5	5	0	0	20
4	Trail maintenance	RT, S, MS, PP, P	10	10	10	10	10	10	10	10	90
5	Trim/Weed- UNKNOWN	RT	0	0	0	0	0	0	0	0	0
5	Repair- UNKNOWN	RT	0	0	0	0	0	0	0	0	0
6	Plowing	S, GW, MS, 1750	20	0	0	0	0	0	0	0	20
6	Storm Damage Assessment/Repair	ALL SITES	8	8	8	8	8	8	8	8	72
	Total		584	570	487	448.5	418	466	499	455	375

- 1 Ongoing Maintenance
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 1750- 1750 Washington
 RT- Rail Trail



Level of Service Policy for Holliston School, Recreation, and DPW Grounds

This Policy relates to the exterior features of the following properties, which will be referred to as Grounds Under Management (GUM) for purposes of this policy:

- Holliston High School (including courtyard), Adams, Placentino and Miller Schools
- Goodwill, Patoma, Stoddard, Flag Field, Mission Springs, Weston Pond, Pleasure Point
- Holliston Public Library, Holliston Town Hall, Police Station, Fire Dept., DPW Water Division (Central St.), DPW Highway Division (Arch St.), 1750 Washington St, Holliston Senior Center, Community Farm, Gooches Corner (at Ashland St. & Concord St.), Blair Square, six (6) Town-owned memorials and the following cemeteries: Town Hall, East Holliston, Cedar St., Gorwin Dr., Weston Pond

DPW Grounds Responsibilities:

- Mowing, weed whacking and weekly status checks of general upkeep at all GUM.

For schools **and municipal buildings**, weekly inspections of the following:

- Sidewalks, Building signs and Planted beds for weeds
- Planted beds and Courtyards for pruning and sprucing
- Courtyards and Grounds for mowing, trimming, branches and trash removal
- Kamitian Field for weeds and branches
- Fall Leaf Pickup at all GUM.
- Spring Cleanup at all GUM.

Additional Preparation at schools:

For April School vacation week: Last week in March - April include the following:

- Planting beds - weeds, pruning, mulching
- Sprucing up courtyard
- Inspection of area around athletic fields

For High School Graduation Day: Late May - early June

- Veterans' Memorials – Spring cleanup and mulching.
- Rail Trail – Trash removal at existing trash locations along Trail (incl. Blair Square), excluding dog waste; upbranching services focused primarily on safety of Trail users in CY2022 and CY2023 with potential expansion of services in CY2024 and beyond; cleaning of drainage ditches in key areas (Phipps Tunnel) at periods of time when Ground Division is not in high demand (between Oct. and March).
- Spring Baseball Fields – Edging of all 11 baseball softball fields within GUM to proper size, adding and grading of clay material as needed, repairing pitching mounds as needed, prepping practice mounds and removing debris left over from fall and winter. Inserting base anchors, bases and mounds.
- Fall Baseball Fields – Remove bases, mounds, home plates; Clean/return to sheds if usable.
- In Season Baseball/Softball Fields – Groom all baseball/softball fields' bi-weekly, April-June and September 1st- Columbus Day, and each infield at least 1x per month in July and August.
- In Season All Fields – Line marking of all fields within GUM -11 baseball/softball, discus, javelin, 2 lacrosse fields, 2 field hockey fields, High School practice football fields, 3 flag football fields, 1 pop warner practice, 1 Frisbee field, 4 youth soccer fields and 1 women's soccer field, other line layouts as needs change within community. Marble marking infields for HHS use only. Adams and Damigella must be dragged, raked and marked ahead of scheduled HHS games.
- Lining Supplies – Order paint and marble marker as required (billed to Parks/Schools).
- Kamitian Field – Not included in service model for first two calendar years (CY2022 and CY2023); Town and Schools to evaluate ability of DPW Grounds to maintain Kamitian Field in CY2024 and beyond; Town and Schools to meet no later than Oct. 2023 to discuss potential for CY2024 maintenance plan.
- Goodwill Tennis Courts – Put up/take down tennis nets, volleyball nets at all town-owned tennis/volleyball courts, install wind screens.
- Goodwill Tennis Courts – Clear courts of debris/leaves as needed for usability.
- Playgrounds – Put up/take down Shade toppers where present.
- Playgrounds – Monitor playground equipment condition and report to Recreation or conduct minor repair, if possible.
- Mulching at all GUM – (including playground mulching) except for Schools, provide schools with Mulch.
- Trash Removal at all GUM – (where Harvey is not contracted) Empty barrels where barrels are present (dog waste excluded).
- Trash Removal – Put barrels out/taking in where highway emptying occurs.
- Fields and Bathrooms – Coordinate with Water Department to connect/disconnect meters and backflow preventers.
- Communication – Communicate with Recreation Director and School Business manager; monitor shared calendar to avoid potential conflicts of resources.

- Communication – Meet with Recreation and Schools **quarterly** to discuss effectiveness of the agreement and potential alterations to agreement.
- Conflict/Resolution – If a resource conflict occurs between recreation and schools, schools will get priority and a clear timeline of when recreation’s needs can be met will be offered.

Recreation Responsibilities:

- Maintain and update the shared calendar with accurate and timely schedules of youth sports games and practices, special events and other organized field and parks usage.
- Communicate with DPW/grounds if needs change or are not being met.
- Support DPW/Grounds in managing schedules and recruiting of temporary seasonal laborers.
- Meet with DPW/grounds and Schools **quarterly** to discuss effectiveness of the policy and potential adjustments if deemed necessary.
- Agree to defer to schools in immediate resource conflict.

Schools Responsibilities:

- Maintain and update the shared calendar with accurate and timely schedules of youth sports games and practices, special events and other organized school grounds usage.
- Communicate with DPW/grounds if needs change or are not being met.
- Meet with DPW/grounds and Recreation **quarterly** to discuss effectiveness of the policy and potential adjustments if deemed necessary.
- Schedule periodic meetings – monthly or quarterly, depending on the needs of schools and DPW.

ACKNOWLEDGMENT

I have read the *Level of Service Policy*. I understand the contents, and I agree to comply with the said *Policy*.

Department _____

Name _____

Signature _____ Date _____

Manager/Supervisor Signature _____ Date _____