

FY 2022 Budget Questions & Answers
Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
210 Police	Galvin: What rank and what function does the SSD Commander have within the police department?	Chambers: The Special Services Commander is a Detective Lieutenant and is responsible for the supervision, coordination and control of the SSD. This includes K-9, Narcotics, SRO's, Juvenile Det. and General Detectives.
210 Police	Galvin: What are the responsibilities of the Office Manager?	Chambers: The Office Manager is the Personal Administrative Assistant to the Chief and Admin. Oversees payroll, accounting (payable and receivable) assists with budget forecasting, ordering supplies and manages mail. For a more information please see the attached job description.
210 Police	Galvin: How many detectives are in the detective bureau?	Chambers: There are nine personnel assigned to the SSD, including the two Supervisors.
210 Police	Galvin: What rank does the detective bureau supervisor hold and does he or she carry an active caseload of their own?	Chambers: Along with the Detective Lieutenant, a Detective Sergeant is assigned. The Detective Sergeant does carry a case load and oversees general investigations. The Lieutenant will oversee large scale group investigations.
210 Police	Galvin: What is the average case load of a police detective?	Chambers: Each detective is assigned approximately 100 cases per year.
210 Police	Galvin: Is there a revolving fund for police details? Can we review this?	Chambers: Yes. Jesse Beyer and Marcy reconcile every few months. Please contact Jesse to review.
210 Police	Galvin: Are we paying any educational incentive to police officers?	Chambers: Officers who have qualifying degrees receive an educational incentive under CBA's.
210 Police	Galvin: If the current Deputy Chief were to be appointed as Chief, will we retain the Deputy Chief's position?	Ross: Yes, we feel the Deputy Chief's position is vital to the successful operation of the police department.
210 Police	Galvin: The Chief enters into a contract with the town. Our Chief is on Civil Service, which imposes the process for	Ross: The prior chief's contract covered compensation and terms of employment. The

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	removal, taking it out of the hands of the town. Please explain the purpose of a contract, if our rights to remove a chief have been given to Civil Service. What does the contract cover?	Select Board has not discussed whether they intend to enter a contract with our next police chief.
210 Police	Greene: Acton purchased Hybrid Police cruisers last year and is happy with them according to Town Manager John Mangiaratti. The MA State police are also making a switch to Hybrid vehicles. Has the Westford Police department looked into Hybrid Police Cruisers? If so, what are your thoughts? If not, why?	Chambers: The WPD has considered Hybrid police cruisers and would be willing to prioritize their purchase when budgeting allows. The Hybrid cruisers are approximately \$3k more each, which impacts how many can be purchased with the current budget. The cost of purchase and equipping the three cruisers requested is already supplemented by the insurance recovery fund to complete.
210 Police	Greene: Why did the equipment maintenance line item increase by 54%?	Chambers: Price increases for every item charged to this line along with some items now being properly coded. Additional generator expenses. See attached spreadsheet.
210 Police	Greene: Vehicle/Cruiser line item – What types of vehicles are being purchased? What is the price of each vehicle according to the state contract? Is there any added equipment that needs to be installed in the vehicles and is this cost reflected in this line item?	Chambers: The Ford Police SUV is purchased under the state bid contract and all equipment necessary for the upfit of the vehicle for patrol operations is itemized. For a standard police SUV with all wheel drive and necessary equipment, the purchase price is \$33,101 and \$47,178.35 with equipment. (The hybrid version is \$36,301 and \$50,378.35 with equipment)
210 Police Dept Deputy Chief	Greene/FitzPatrick/Vetsa: Please explain the 21% increase in this line item.	Chambers: The Quinn Bill education incentive was added to the base pay for the Deputy and reduced in the Quinn Bill expense.
210 Police	Greene: Please explain what the postage line is used for?	Chambers: LTC's and FID's, detail invoices, grant

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Dept Postage	What does a Police dept send through the mail? Why the 57% increase?	submissions, court paperwork. Increase mostly due to LTC's and FID's being mailed (COVID) Based on FY20 actual
210 Police Office Supplies	Greene: Please explain the increase in the Office Supplies line item. It seems high for a Police dept. Can you explain why, what types of expenses are in this line?	Chambers: Amount of paperwork/documentation required is extremely high. Copy paper, notebooks, pens, post it notes, binders, folders, additional secure style filing and storage options and K-9 food.
210 Police Personnel Services	Cunningham: Deputy Chief salary increased by 21.16% and for FY22-23 is close to the same as the Police Chief. Please explain.	Chambers: The Quinn Bill education incentive was added to the base pay for the Deputy and reduced in the Quinn Bill expense.
210 Police Personnel Services	Cunningham: Quinn Bill line item reduced by 45.81%. This appears to be the continuation of efforts to incorporate educational incentives into the CBA's and Chief's contracts. Please explain the reasons. Does this affect retirement benefit calculations?	Chambers: The Quinn Bill line item was reduced and placed in the Deputy Chief line. The Quinn Bill is considered for retirement benefit calculations.
210 Police Quinn Bill	Vetsa: Quinn Bill expenses are all over the place. Can I have forecast vs actual for the last 5 years? How accurate will our projections going forward?	Chambers: The Quinn Bill calculations are based on a percentage of the wage compensation contained in the CBA's and covered members obtaining advanced degrees. As those conditions change, so will the forecast for the Quinn Bill expenses. O'Donnell: See attached spreadsheet.
210 Police Description of Changes	Cunningham: The FY22 Budget does not include the addition of a 5 th Officer as recommended by the 2017 staffing analysis. How many officers are dedicated to patrol on a regular basis? What is the impact of the delay on daily patrol activity?	Chambers: There are 33 officers assigned to the patrol division. The delay of hiring the final officer recommended in the staffing analysis interferes with the ability to schedule the maximum amount of personnel per shift. Minimum manning is 1 supervisor and 3 patrol, maximum is 2 supervisors and 6 patrol (goal with full staffing).
210 Police	Cunningham: An increase in "crime and traffic issues", as well	Chambers: FY18 and FY19 were provided previous

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Description of Changes	as “non-criminal complaints” are cited in support of an additional officer. The 2017 staffing study recommendation was based on FY 16, 17 data showing Dispatched Calls of 8,439 and 8,770 respectively. How have the numbers changed since the study: FY18, FY19 & FY20 and 1 st half of FY21?	years. FY20 and first half of FY21 have been impacted significantly by COVID-19 but FY20 still saw an increase in criminal applications.
210 Police	FitzPatrick: Sergeants and patrolmen had 4%+ increases? Is that a result of a new contract?	Chambers: 2% COLA increase through CBA, several officers obtained advanced degrees and a full year of the additional officer from FY21.
210 Police	FitzPatrick: Are the Quinn bill amounts only related to the chief (pg 68)? Is that awarded before the degree is finished?	Chambers: FY22 only includes the Chief. Not awarded until degree is finished. Forecast has Acting Chief completing Master’s Degree by Jan. 2022.
210 Police	FitzPatrick: Sick leave buy back is in both departments. What is the determination to budget it at the department level?	O’Donnell: The Westford Police Association contract has a clause in their contract that if they have over 120 days of accrued sick time as of June 30, the town will pay them 1 day for every 3 days for any time in excess of 120 sick days. Officers hired after June 30, 2010 do not receive this benefit. The Westford Superior Officers union has the same clause; however, officers hired after June 30, 2016 do not receive this benefit. This annual sick leave buy back is budgeted in the police budget. If there is a retirement and an employee has a vacation and sick time buyout, we will review the departmental budget first to determine if they can absorb the cost, and if not, we have the money budgeted in the 945 Unclassified budget under Sick/Vacation Leave Buyback.

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210 Police Building Maintenance	FitzPatrick: Similar to my comments from other departments, we should look at centralizing these repairs with the facilities director. Please send all the building maint and HVAC maint lines for all depts if not done already. Is the Maint worker for building, vehicle, other?	O'Donnell: As discussed at the March 4, 2021 Budget Hearing, the town administration is not opposed to centralizing building related expenses under the control of the Facilities Director. Please see the attached report with facility maintenance related accounts for the town departments. The Maintenance Worker performs maintenance and janitorial services for the police station. He does not repair vehicles.
210 Police	FitzPatrick: Could we get a list of the cruisers and the associated maint with each if that exists?	Chambers: List of cruisers and mileage from 12/2020 is attached. No electronic record for maintenance is available, however, maintenance for each cruiser is kept and tracked manually.
210 Police	FitzPatrick: I'm concerned about the gas request with the increasing prices. What is spent YTD FY21?	Chambers: \$48,924.14 FY21 YTD. Usage stays fairly steady at 33,000-34,000 gallons/year (8 years of data). Based upon Dan O'Donnell's utility analysis of \$2.30 per gallon.
210 Police	Fitzpatrick: Is the budget request for a specific piece of equipment? Does it meet the capital definition?	Chambers: Equipment 542080 is a new line item to differentiate equipment from building maintenance. Not a capital item. Includes medical supplies, PBT service and supplies, water coolers, ID badges, cleaning supplies, cell block blankets, shredders, legal reference materials and general equipment to maintain the building
210 Police	FitzPatrick: How is the K9 funded?	Chambers: The K-9 program is primarily funded through donations. Training and food is paid by the Department.
210 Police	Vetsa: How many patrolmen are on active duty at any given time?	Chambers: We are currently scheduling 5,5,4 for patrol shifts with additional scheduled shift when

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		available.
210 Police	Vetsa: Who is paying utilities for the empty building right now?	O'Donnell: They are currently being paid for out of the 199 Public Buildings account
210 Police	Vetsa: What is the reason for this drop in maintenance expenses	Chambers: \$12k from Building Maintenance was moved to new line 542080 Office Equipment. During the development of the FY22 budget, the police department proposed moving the expenses for equipment, such as medical supplies (AED pads, O2 tanks, AMBU bags, etc.), prisoner blankets, portable breath test and breathalyzer machine supplies and maintenance, cleaning supplies, etc. to a separate line item to more accurately reflect the expenditures. These expenses were originally located in the Building Maintenance account and have been moved to the Equipment account. These are not new expenses.
210 Police	Vetsa: What are the typical expenses in Vehicles/Cruisers?	Chambers: Purchase of new cruisers and necessary equipment upfit.
210 Police	Vetsa: What are the benefits of NEMLEC?	Chambers: Benefits of NEMLEC include sharing resources that are not normally available to an agency in times of need. Equipment, training and personnel can be used for events and emergencies that smaller agencies would not be able to handle on their own. Such as missing persons, large scale demonstrations and natural disasters.
210 Police	Morrison: How is overtime calculated?	Chambers: Overtime is budgeted based upon historical data and hourly rate increases. Officers for WPD also take compensatory time to keep overtime costs low. Current compensatory accruals

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		at over 1300 hours, saving the Town over \$72k.
210 Police	Morrison: What is included in the Special Details line item?	Chambers: Town Elections, Annual Town Meeting, Protests/Rally coverage, Select Board Meetings, Memorial Day Parade, Apple Blossom Parade, Holiday Gatherings
210 Police	Morrison: What is the shift differential line item? How is this different from overtime?	Chambers: Shift differential is a set rate through the CBA that is paid for non-traditional hours of work required by shift. It is not calculated in overtime and is only for those officers regularly scheduled to work any hours between 3pm and 7am. WPA= \$1.50 an hour, WSOA= \$2.00 an hour.
210 Police	Morrison: What is the difference between specialty stipends and stipend/ accreditation?	Chambers: Specialty stipends are CBA and provide a stipend for those officers who perform extra duties outside of their normal responsibilities such as car seat technician, firearms instructor, defensive tactics instructor, RRT, STARS and vehicle maintenance. The accreditation stipend is also through the CBA's and is for maintaining and adhering to the standards set forth by the Mass. Police Accreditation Commission and maintaining accreditation status.
210 Police	Morrison: Why are you requesting 8,409 for equipment maintenance when you spent 5,866 in FY20?	Chambers: Price increases for every item charged to this line along with some items now being properly coded. Additional generator expenses.
210 Police	Morrison: Why is the communication equipment over budget in FY20?	Chambers: The communication equipment budget for FY20 was not over budget. A year end budget transfer was completed to purchase 6 new portable radios for \$15,917.16. They replaced broken

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		portables and provided for a couple of spare radios.
210 Police	Morrison: Is there a personnel cost for NEMLEC participation? Are there any other associated costs for NEMLEC?	Chambers: There are no personnel costs for NEMLEC participation outside of overtime generated by a mutual aid call out. There is an annual membership fee that is paid to NEMLEC for additional services, training and equipment.
210 Police	Bao: What are the considerations for the difference between Deputy Chief FY22 request and FY22 TMR?	Chambers: The original request was made prior to the retirement of Chief McEnaney. The TMR recommended is based on the employment agreement between the TM and the current Deputy Chief which includes the Quinn Bill education incentive in the D.C. budget line. The appropriate reduction was taken from the Quinn Bill line.
215 Public Safety Communications	FitzPatrick: is communications equipment a perpetual item? Is it a license?	Whitcomb: Communications Equipment is a standard expense line which is used for routine and unforeseen uncovered maintenance and repair issues that occur involving the various components of the communications department's vast amount of equipment. Licenses would be rolled into Contracted Services.
215 Public Safety Communications	Vetsa: How many times did we send out engines to neighboring towns, how many times did we get help from others?	Whitcomb: See Attachment for details to this question.
220 Fire	Galvin: Do we pay or reimburse firefighters for furthering their higher education?	Targ: Yes, we pay overtime for firefighters that take classes at the Fire Academy or other Fire related programs at outside agencies. We will pay for the cost of training programs if it is determined that it will benefit the department-approved by the Chief-see attached from CBA.

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220 Fire	Galvin: Do we pay any level of educational incentive to firefighters?	Targ: See attached from CBA.
220 Fire	Greene: As of last years' FY21 questions, the HVAC system issues had not been resolved. Is it resolved now?	Britko: HVAC system is still being dialed in but is much better than last fiscal year. You could say that it not 100% corrected, maybe 90 – 95%.
220 Fire	Greene: Can Paul Fox comment on the maintenance costs of the Fire Station. Are they in line with the age of the building?	Targ: Paul Fox was unavailable prior to the deadline for submitting the questions and we will respond at a later date. See attached
220 Fire	FitzPatrick: What is the education incentive? Tuition? Similar to the Quinn bill?	Targ: See attached from CBA.
220 Fire	FitzPatrick: Is it typical to have overtime such a large percentage of salaries? Is this ever analyzed against other towns or calculated against adding a fully loaded FTE?	Targ: Currently, three of the shifts are staffed at 10 and is one is staffed at 11. We typically drop down one before we fill with overtime. We maintain nine per shift as a minimum. Due to the pandemic we are fully staffing for safety and operational efficiency. This one shift per day has been reimbursable through FEMA since March 2020 because it is unbudgeted: See attached OT Comparison sheet. O'Donnell: See attached Overtime vs. FTE analysis.
220 Fire Description of Changes	Cunningham: It is stated that "Our obligation is increasing for Vacation /Sick /Personal time". Please explain.	Targ: As personnel reach milestone in their years of service they earn more vacation time and they are receiving more vacation and sick time.
220 Fire	Bao: What will be covered by the "Fire alarm purchased services"?	Targ: Several years ago, this was a revolving account, the budget number is the fees collected for fire alarm monitoring of Commercial buildings in town. The fees collected pay for any repairs, equipment replacement, and supplies. There are three separate systems at two different locations. It

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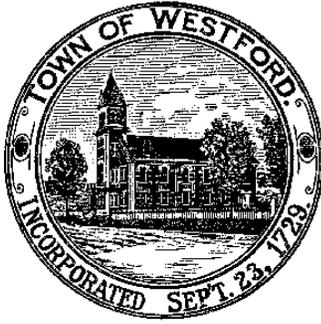
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		covers the Fire stations alerting system maintenance and repairs. Enhancements to public safety radio infrastructure.
220 Fire	Bao: The overtime salary (395,000) is about 10% higher than the previous year. What are the causes?	Targ: We asked for more and it was reduced in TMR Budget. The COB was settled after Town Meeting and the budget approved for FY21 so part of the increase reflect the COLA and We have more personnel, and the obligation is increasing for Vacation and Sick time. See attached OT Comparison Sheet.
241 Building Dept.	Greene: Please provide all invoices charged to the vehicle Maintenance line item in FY20.	Fontaine: Please see the attached invoices.
241 Building Dept.	Greene: Could you give details on vehicles, travel, travel stipends, etc. for the 4.8 FTEs. Specifically, who uses the 2 vehicles that are in the dept, who uses their own vehicles, who gets a travel stipend vs mileage reimbursement....	Fontaine: The Building Department vehicles are used by the two building inspectors and employees of the Conservation and Planning Board Departments. The electrical, plumbing, and gas inspectors use their personal vehicles and are paid a monthly stipend.
241 Building Dept.	FitzPatrick: Why is there so much mileage when the department has a vehicle?	Fontaine: Please see the above response.
241 Building Dept.	FitzPatrick: Could the metrics on pg. 80 be updated for amounts so far in FY21?	Fontaine: As of March 8 th , the building department has received \$473,456 and has issued a total of 2,370 permits.
291 Emergency Management	Greene: Can you explain why the vehicle maintenance line item is funded but not Gasoline? Also, why is the travel – mileage line funded if there is a vehicle?	Targ: The Fire Department purchases ethanol free gasoline to reduces service. Emergency Management retains ownership of the equipment because they were purchase through FEMA or the Homeland Security Council. Police/Fire utilize the vehicles, so they pay for the gas which is bought in

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		bulk. Travel expenses pre pandemic was for milage reimbursement for meetings and training.
291 Emergency Management	FitzPatrick: does this department have a vehicle? Is it used predominately for EM purposes? It seems these dollars, should live elsewhere or not be funded. They were zero for FY2020. What are they for FY2021?	Targ: 1-Equipment Trailer and mold control for supplies inside. 1-UTV, 1-ATV, 2-Generators, 1- Trash pump. Last year the water tank was replaced in the center and a large portion was used when public safety communication equipment had to be relocated.
292 Animal Control	Greene: pg. 85, Programs & Services paragraph indicates that this dept operates the town kennel. Is this still accurate? I thought the kennel was demolished?	Heideman: The town still owns the kennel building at Beacon Street. It is mainly used for storage at this point. We have an unofficial agreement with the town of Groton to use their kennel which we have been trying to formalize.
292 Animal Control, Vehicle Maint	Greene: Please explain the FY20 actuals. Why so high? What are the current FY21 vehicle maint costs? When was the new Animal Control vehicle purchased?	Heideman: Currently, the department has two vehicles; a 2006 van which is not drivable and needs extensive repairs to be able to operate again, and the 2006 former Board of Health pickup truck. Both vehicles are slated to be traded in shortly. The new truck that was approved by Town Meeting has been ordered and we planning on taking receipt of it in the spring. The pickup truck needed repairs, including a new catalytic converter, in June of 2020 in order to operate until we receive the new vehicle.
640 Ambulance Ent, Billing policy	Greene: During last year's budget hearings, there was a discussion about billing policies involving residents with high deductible plans. What is the status of this?	Targ: Coastal updated our billing policy in March 2020 after it was approved where they now issue bills to Westford Residents for co-pays and deductibles. They have no data on how much this has increased our collections since they have no

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		way to track just these amounts. She did run a report listing unpaid co-pays/deductibles for Residents only, and said that amount is fairly low, indicating Residents are paying these bills.
640 Ambulance Ent.	Greene: Can you please explain the FY20 collections? \$1,455,915 was billed but only \$973, 112 was collected. What happened to the difference (\$1,455,915 - \$973,112 = \$482,803). Only \$222,200 was written off. The numbers don't add up.	Joyce: \$1,455,915 was not the Net Amount Billed. That number was the Adjustments to the Gross Billed amount of \$2,531,603. So, \$2,531,603 minus \$1,455,915 = the Actual Net Amount Billed of \$1,075,689. \$1,075,689 minus Receipts of \$971,551 minus Write-Offs of \$222,200 indicates a net negative change of \$118,062 in Accounts Receivable. A/R at 6/30/2019 was 525,813 and at 06/20/2020 it was \$395,640, a negative change of \$130,173. There's a variance of \$12K in there somewhere that we are researching.
640 Ambulance Ent.	Bao: What are the considerations for the increased direct/indirect costs?	O'Donnell: The ambulance direct/indirect expenses had a credit of \$66,199 from the FY19 actual expenses incurred. Without the credit, the amount for FY21 would have been \$384,582. In FY22, the ambulance enterprise had a credit of \$13,640 from the FY20 actual expense incurred. Without the credit, the amount for FY22 would have been \$451,236, which is \$66,654 higher than FY21. The increase in retirement assessment accounted for \$30,677, or approximately half of the increase.



Town of Westford Job Description

<u>Position Title:</u> Office Manager – Police Department	<u>Band/ Step/ Hourly Wage:</u>	<u>Previous Rev Date:</u>
<u>Reports To:</u> Chief of Police	<u>Department:</u> Police Department	<u>Current Rev Date:</u>

Union Position: Yes/OPEIU
37.5 hrs / week

Position Summary:

The Office Manager is the personal and confidential secretary to the Chief of Police. S/he/she is responsible for confidential, secretarial and other administrative duties for the top executive officer and the police department. S/he/she reports to the Chief of Police directly on all administrative, personnel and personal matters. S/he/she works closely with the clerical staff of the police department. This is an exempt position.

S/he/she exercises considerable independence and judgment in setting own daily/weekly work plan to accomplish departmental goals and objectives. Unusual situations are referred to the Chief of Police.

Work involves varied and responsible duties requiring a broad knowledge of department operations. Has access to confidential and other department information. Makes frequent contact with Law Enforcement, State, and Federal agencies as well as other town departments and personnel to obtain or furnish information. Errors can generally be detected but some effort is required to correct them. Errors could result in potential legal repercussions, delay, adverse public relations and administrative problems. Work is performed under general office conditions. Low to moderate noise levels resulting from printers, computer equipment, radio transmissions and telephones.

Principal Responsibilities:

1. Receives, prioritizes and handles all inquiries, scheduling of all appointments with the Chief of Police.
2. Acts as the Chief’s point of contact for all oral and documentary communications between various Federal, State, Regional and Local Law Enforcement agencies as well as the general public and special interest groups. Principal contacts are with departmental and town hall employees. Communication generally is via telephone and in person. Diplomacy and judgment must be kept accurate and professional at all times to avoid possible legal action or grievances.
3. Responsible for correspondence and/or inquiries from the general public not requiring a signature or response from the Chief of Police.
4. Monitors the overall operation of the department regarding the execution of the police and civilian contracts to minimize violations and avoid potential grievances. Advises Chief of any discrepancies for action.
5. Extreme confidentiality is critical. Errors in judgment could seriously affect operations and morale.
6. Types a wide variety of confidential rough draft correspondence, memoranda, policies and departmental notices.
7. Assists with preparation of department operating and capital budgets providing necessary background and detailed information as needed.

8. Distributes, directs and explains to all new employees in the completion of all necessary forms that are needed for payroll, retirement, federal and state withholdings, health insurance, immigration and naturalization forms, and necessary identification that is needed as new employees.
9. Responsible for processing injured on duty and workmen's compensation claims by employees of the Police Department. Ensures proper forms are completed by the appropriate individuals. Makes necessary notifications, including Occupational Health personnel, Westford Human Resource Department benefits coordinator or others as required.
10. Maintains department personnel and other confidential files containing pertinent information, keeping them accurate and up to date. Maintains employee absence records including accrual and use of vacation, sick and personal leave. Reconciles balances with the Town Accountant.
11. Maintains records of equipment issued to officers including Policies and Procedures manuals, badges and traffic vests.
12. Maintains records of all employee's annual clothing allowances and expenditures, updating weekly and informing chief of any discrepancies.
13. Responsible for accuracy of payroll, maintaining overtime, court, training and other payroll expenditures for budgeting records. On a weekly basis coordinates and reconciles with the Administrative Assistant any payroll discrepancies for subsequent analysis and program budget preparation, keeping the Chief informed by computer printout of all expenditures made.
14. Coordinates and processes requests for department purchases, supplies and services; to include the research of bids as required by the town and department. All purchases for department operations, equipment and supplies are processed through the Chief's office.
15. Prepares advertisements for hiring of new employees, cruiser bids and legal advertisements, coordinates information with publisher for print and publication.
16. Coordinates Chief's travel and room reservations for any out of town/out of state travel for conferences and seminars.
17. Performs office duties for the chief to include routing, filing and review of all incoming and outgoing correspondence.
18. Opens, screens, distributes and processes all department mail.
19. Files a large assortment of documents.
20. Oversees any changes or adjustments to weekly payroll with Administrative Assistant including use of vacation, sick and personal time usage.
21. Records any absences and overtime for clerical staff, keeping the Chief updated on a daily basis.
22. On a weekly basis coordinates and authorizes department expenditures with Administrative Assistant who in turn keeps the Chief updated by computer printout of all expenditures made.
23. Perform other duties related to this position or as directed by the Chief and other higher-ranking officers.

Required Experience, Skills, Knowledge and Abilities:

Applicants must have graduated from high school or must possess an equivalency certificate issued by the Massachusetts Department of Education, with college education preferred, training in clerical accounting and three to five years experience in law enforcement administration or other equivalent training and experience.

Excellent typing abilities with speed and accuracy. Familiarity with office equipment, such as copying machine, calculator, dictation equipment, typewriter, word processor and computer terminal. Strong knowledge of office procedures and aptitude for working with numbers. Strong interpersonal skills and the ability to communicate with individuals appropriately and effectively. Must be able to work independently and set priorities within established time frames. Knowledge of Windows XP Professional, MS Office 2000, MS Word and Excel is required. Ability to work under strict confidential environment.

Little physical effort is generally required to perform under general office conditions. Light lifting up to 25-30 lbs. Ability to operate a computer and view computer screens for extended periods of time. Manual use of telephone, adding machine, typewriter, copying and facsimile machines – access to other offices required. Ability to talk, walk, sit, bend, reach and grasp.

Education, Training, Special Licensure/Certification Requirements:

No person who has been convicted of a felony shall be hired as an Office Manager. A candidate may be disqualified for character clearly unsuited for police services. Background investigations are conducted by the Police Department on each candidate prior to said person being hired.

Supervisory Responsibility (Include Positions Supervised): N/A

Responsibility for Operating Budget: N/A

Primary Physical Requirements:

*Use **F** for Frequently, **O** for Occasionally, **R** for Rarely, **N** for Never

Primary Physical Requirements

LIFT up to 10 lbs.: F

LIFT 10 to 50 lbs.: R

LIFT over 50 lbs.: R

CARRY up to 10 lbs.: F

CARRY 10 to 50 lbs.: F

CARRY over 50 lbs.: N

**DURING AN 8 HOUR DAY,
EMPLOYEE IS REQUIRED TO:**

Consecutive Hours

Total Hours

Sit: 1 2 3 4 5 6 7 8 1 2 3 4 5 6 7 8

Stand: 1 2 3 4 5 6 7 8 1 2 3 4 5 6 7 8

Walk: 0 1 2 3 4 5 6 7 8 1 2 3 4 5 6 7 8

Other Physical Considerations

Twisting: O

Bending: F

Squatting: F

Kneeling: O

Crouching: O

PUSH/PULL:

WORK SURFACE(S)

Desktop/Computer Table F

Stationary & Rolling Office Chair F

Carpeted & Linoleum Floored Offices F

Stairs and Elevators F

Summary of Occupational Exposures: N/A

Environment: Inside: _____ Outside: _____

Position Title: OFFICE MANAGER – Police Department

APPROVALS

<u>Department Head</u>	<u>Date</u>
<u>Town Manager</u>	<u>Date</u>
<u>Employee Signature</u>	<u>Date</u>
<u>Union Steward, if applicable</u>	<u>Date</u>
<u>Human Resources Director</u>	<u>Date</u>

Note: The purpose of this job description is to provide an outline of the more significant work elements of the position and to organize and present the information in a standard manner. It is not intended to describe all the elements of the work that may be performed by every individual in this classification, nor should it serve as the sole basis for Human Resource decisions and actions.

WESTFORD POLICE DEPARTMENT

MAINTENANCE AGREEMENTS

OBJ 524030

Vendor	Covered	FY19	FY20	FY 21	FY 22	Notes
Cintas Fire Protection	Fire & Sprinkler System, Fire Detection System, Fire Extinguishers, Emergency Lighting, Quarterly Inspections	\$ 3,466.53	\$ 3,175.57	\$ 3,639.86	\$ 3,378.28	Includes quarterly inspections only, other services charged to building maintenance 524010
Citron (formerly Workplace Essentials)	Building Personal Hygiene and hand sanitizer	\$ 1,138.74	\$ 1,189.22	\$ 1,195.68	\$ 2,604.00	Previously charged to building maintenance 524010
Embree Elevator	Elevator Inspections & Maintenance	\$ 260.00	\$ 910.00	\$ 273.00	\$ 1,235.00	Quarterly + annual inspection
FM Generator	Generator Inspection & Maintenance	\$ -	\$ -	\$ -	\$ 599.00	Previously split with Fire & Town Hall, FY20 only split with Town Hall
Pitney Bowse Lease	Postage System	\$ 592.20	\$ 592.20	\$ 621.81	\$ 592.20	Paid Quarterly, new equipment
Power Solutions			\$ -	\$ -	\$ -	Went to Tim/PSC
Total		\$ 5,457.47	\$ 5,866.99	\$ 5,730.34	\$ 8,408.48	

Town of Westford		
Quinn Bill Budget vs. Actual		
FY17:FY21		
Fiscal Year	Budget	Actual
2017	\$ 461,835	\$ 455,530
2018	\$ 197,342	\$ 202,850
2019	\$ 201,219	\$ 201,646
2020	\$ 201,953	\$ 201,953
2021	\$ 67,567	\$ 67,724

Cruiser Engine Hours and Mileage (December 2020)

Year	Car #	Make	Model	VIN	Engine Hours	Mileage
2012	4	Dodge	Charger	2C3CDXDTXCH306576	6,037	88,126
2012	Sgt. Keins	Dodge	Charger	2C3CDXDT9CH316550	10,634	121,728
2013	11	Dodge	Charger	2C3CDXDT8DH593529	10,262	104,027
2014	13	Ford	Taurus	1FAHP2MK9EG127730	8,379	83,034
2014	15	Ford	Taurus	1FAHP2MK0EG127731	9,438	104,421
2014	18	Dodge	Charger	2C3CDXKT9EH319874	8,340	70,145
2014	Tahoe	Chevrolet	Tahoe	1GNSK2E09ER178927	n/a	132,371
2014	Taurus	Ford	Taurus	1FAHP2MK0EG129561	9,018	100,814
2015	Lt	Chevrolet	Tahoe	1GNSK3EC8FR279796	3,220	68,083
2016	14	Ford	Explorer	1FM5K8AR2GGA63190	9,374	92,536
2016	16	Ford	Explorer	1FM5K8AR4GGA63188	11,248	109,498
2017	2	Chevrolet	Suburban	1GNSKJKCXHR269430	n/a	48,351
2017	5	Ford	Explorer	1FM5K8AR2HGA36248	7,976	78,485
2017	12	Ford	Explorer	1FM5K8AR9HGA36246	6,915	68,390
2017	19	Ford	Explorer	1FM5K8AR0HGC25707	9,131	85,909
2017	24	Ford	Explorer	1FM5K8AR7HGD57458	8,426	77,908
2017	28	Ford	Explorer	1FM5K8AR7HGA36245	11,171	99,049
2017	29	Ford	Explorer	1FM5K8AR0HGC25710	9,234	79,554
2018	20	Chevrolet	Tahoe	1GNSKDEC8JR221038	n/a	88,215
2018	21	Ford	Explorer	1FM5K8AR4JGA15682	9,297	84,150
2018	23	Ford	Explorer	1FM5K8AR0JGB19599	8,315	72,031
2018	26	Ford	Explorer	1FM5K8AR6JGA15683	10,985	102,019
2018	27	Ford	Explorer	1FM5K8AR9JGB19598	7,403	69,666
2018	K-9	Ford	F150	1FTEW1E51JFD17735	n/a	27,821
2019	3	Ford	Explorer	1FM5K8D82KGA28645	n/a	14,346
2020	1	Chevrolet	Tahoe	1GNSKFKCXHR127035	n/a	13,983
2020	22	Ford	Explorer	1FM5K8AB2LGA55328	2,008	19,536
2020	25	Ford	Explorer	1FM5K8AB0LGA55327	1,860	16,924

**REQUESTED MUTUAL AID FIRE IN (48)
REQUESTED MUTUAL AID AMBULANCE IN (101)
(MUTUAL AID RECEIVED)**

TOWN/SERVICE	EMS	FIRE
LOWELL GENERAL PARAMEDICS	7 ALS	
PRO ALS		
LITTLETON	60 AMBULANCES	11 ENGINES
AYER		4 ENGINES
BOSTON MEDFLIGHT	3 HELICOPTERS	
TRINITY	17 AMBULANCES	
GROTON	6 AMBULANCES	2 ENGINES
TYNGSBORO	6 AMBULANCES	6 ENGINES
CARLISLE		5 ENGINES
CHELMSFORD		6 ENGINES, 1 LADDER
LOWELL		3 ENGINES
ACTON	2 AMBULANCES	2 LADDERS
NASHUA, NH		2 ENGINES
DUNSTABLE		1 ENGINE
DEPARTMENT OF FIRE SERVICES		FIU, HAZMAT
		N.E. TECH RESCUE

**REQUEST FOR MUTUAL AID FIRE OUT (19)
REQUEST FOR MUTUAL AID AMBULANCE OUT (115)
(MUTUAL AID GIVEN)**

TOWN/SERVICE	EMS	FIRE
LITTLETON	16 ALS, 19 BLS	5 ENGINES
ACTON	4 ALS, 8 BLS	6 ENGINES
AYER		
GROTON	49 ALS, 3 BLS	1 ENGINES
TYNGSBOROUGH	3 ALS, 4 BLS	
CHELMSFORD/TRINITY EMS	5 ALS	5 ENGINES
LOWELL		1 ENGINE
CARLISLE	1 ALS, 1 BLS	
PEPPERELL	2 BLS	
ANDOVER		
DUNSTABLE		1 ENGINE

FIREFIGHTERS: Will be replaced on a Firefighter for Firefighter basis whenever possible. The current Firefighter's overtime list will be used for this purpose and when exhausted shall refer to the current Lieutenant's list and then the current Captains' overtime list.

PARAMEDICS: Will be replaced on a Paramedic for Paramedic basis whenever possible. A current Paramedic overtime list will be used for this purpose and when exhausted shall refer to the current Firefighter's overtime list, then the current Lieutenant's overtime list, and then the current Captains' overtime list.

Senior permanent Firefighter/EMT: In manning stations not having a permanent officer, the senior permanent Firefighter / EMT, unless otherwise directed by the chief, shall be in charge of the station and shall be responsible for the care, upkeep and conduct of the station during his/her shift as outlined in the rules and regulations of the department. There shall be a fifteen (15) minute lead/lag time before and after each scheduled shift in order to provide for an orderly transition between shifts. If a replacement arrives early, then the replaced fire fighter shall have the right to leave.

**ARTICLE 20
EDUCATIONAL INCENTIVE**

In recognition of the value of pursuing and furthering fire fighter's education in the area of fire science and retaining such fire fighters in the employ of the Town of Westford, the Town hereby establishes the following career incentive program for employees covered by this agreement:

- a. Employees covered by this agreement who have earned or earn the following certifications/certificates (if applicable, a copy of certificate of attendance and certification must be submitted to the Chief) from the Massachusetts Fire Fighting Academy, or an associate's degree or baccalaureate degree in Fire Science (or equivalent program approve in advance in writing by the Fire Chief) accredited by the New England Association of Colleges and Secondary School or the Massachusetts Board of Higher Education shall receive additional compensation for one such degree or certificate/certification.

C.F.F.-1 & 2 (<u>Included in base pay</u>)	\$ 900.00
Fire Instructor 1	\$350.00
Fire Instructor 2	\$550.00*
(*Fire Instructor 2 will replace Fire Instructor 1 after obtaining certification. Fire Instructor 1 will cease.)	
Fire Inspector 1 or Fire Prevention Level 1	\$375.00
Fire Inspector 2 or Fire Prevention Level 2	\$550.00
Fire Officer 1	\$350.00
Fire Officer 2	\$500.00
Fire Investigator	\$425.00
Eight (8) Certified Child Passenger	\$500.00

Safety Technician (2 per shift/8 total)

Up to two (2) Public Safety Educator(s) \$300.00
Subject to the availability of funding through a grant

Twenty (20) Fire Safety Officer \$300.00

For employees hired BEFORE July 1, 2017

AS Fire Science or equiv. 5.00% of base wages
BS Fire Science or equiv. 10.00% of base wages
Masters in Fire Science 12.50% of base wages

For employees hired AFTER June 30, 2017

AS Fire Science or equiv. 2.50% of base wages
BS Fire Science or equiv. 5.00% of base wages
Masters in Fire Science 6.25% of base wages

EVT Certification Attachment #1

Employees shall receive compensation for both degree and/or certification/certificate program as listed above in Article 20 section (a).

- b. The additional compensation, when expressed as a percentage of Base Wages, shall be calculated solely upon the base wages which serve as regular compensation for fire fighters in Article 37 of the contract and shall not in any way include or impact upon the overtime rate or any other compensation, fringe benefit or contract provision whatsoever including but not limited to Overtime Compensation, Call Back, Holiday Pay, Longevity, Injured on Duty Compensation under Section 111F, Accumulated Sick Leave Buyback, Personal Days, and Private Details.
- c. These amounts shall be payable in one annual payment, i.e., during the first pay period in November. The payments will be based on transcripts and certifications submitted to the Fire Chief, or on record as of September 30th.
- d. All current employees covered by this agreement on July 1, 1995 shall, as an alternative to the one annual career incentive payment provided for in section (a.) above, receive one alternative payment for demonstrated progress in or completion of a program of study in Fire Sciences or related area of study approved by the Fire Chief at an accredited college or university as set forth in the schedule below.

Upon earning fifteen (15) credits at a passing grade or better in a Fire Science curriculum or related area of study, \$300.00 per year.

Thereafter, \$20.00 shall be paid for each credit earned at a passing grade or better in a Fire Science curriculum or a related area of study in accordance with an educational plan approved in writing by the Fire Chief up to a maximum of 60 credits or \$1,200 per year.

- e. Employees who obtain the following bi-annual certifications shall be reimbursed in the following amounts:

State Certification	\$150
National Certification	\$25 EMT/\$40 Paramedic
Paramedic ACLS Certification	\$250

Certifications are to be submitted no later than May 1st by the department for reimbursement and will be paid by the first week in June.

- f. In the event a union member becomes deceased on or off the job, their family shall receive any unpaid stipends for the remainder of the contract period.

ARTICLE 21 SEVERANCE PAY

The Town agrees to provide any full-time Fire Fighter/Emergency Medical Technician who has completed his or her probationary period a minimum of forty-five (45) calendar days written notice of any lay-off, reductions in force or similar terminations of employment for other than disciplinary reasons.

ARTICLE 22 VACATION LEAVE

Section 1:

Employees shall accrue annual vacations without loss of pay on a seniority basis within the department as follows:

0 - 5 Years Service	96 hours
5 Years Service	144 hours
10 Years Service	192 hours
20 Years Service	240 hours

Section 1A: Fire Prevention

0 - 5 Year Service	80 hours
5 Years Service	120 hours
10 Years Service	160 hours
20 Years Service	200 hours

Section 2:

Vacation shall be granted by the Fire Chief at such time as, in his opinion, will cause the least interference with the performance of the regular work of the department. Thus vacations can be taken at any time within the calendar year. All vacations must be



Joseph T. Targ
Fire Chief

WESTFORD FIRE DEPARTMENT

65 BOSTON RD. | P.O. BOX 296 | WESTFORD, MASSACHUSETTS 01886
www.westfordma.gov/fire



Tel. (978)-399-2345
Fax (978)-399-2404

Building Maintenance expenses for FY2020:

Total Spent (all stations): \$32,144
Rough approximation per building:
Fletcher \$14,465 (45%)
Rogers \$12,850 (40%)
Nab \$4,820 (15%)

\$2,840 of the Fletcher amount (20%) was a final payment to Castagna, so not really a maintenance cost.

\$4,990 of the Fletcher amount (34%) is elevator related.

Other larger vendor total payments are:
R.J. Lacombe (tank pumping) \$2,256
F. M. Generator \$1,295
American Garage Door \$1,000
All Drain Services \$800

**Town of Westford
 Fire Department
 December 2020 Market Analysis - Overtime**

Community	Population	Sq. miles	Full Time FF	Budgeted Overtime FY21	Receiving OT Supplemental
Andover	36,501	31	70	\$1,570,000	No
Westford	24,817	32	44	\$507,955	
Tewksbury	30,309	21	57	\$731,878	\$110,000
North Reading	15,000	13	22	\$1,083,717	No
Chelmsford	34,000	24	61	\$750,000	Yes Unknown Amount
Wilmington	23,000	17	40	\$800,000	\$400,000
Dracut	33,000	24	43	\$700,000	\$200,000
Average**	28,090	23.07	48.14	\$877,650	\$236,667

Building Dept
Vehicle Maintenance
FY20 Invoices

Merhi Service Station 524020
262 Groton Rd
Westford, ma 01886
692-8719

Date 10/31/19

M Town of Westford

Address _____

Reg. No.	Clerk	Account Forward
1		
2		
3	Sticks	
4		
5	1796398	
6		
7		
8		
9		
10		
11	Amy Fontaine	
12		
13		
14	7540-47	
15		BT

A-1200/8510/3530
T-45202/46202/46203
Your Account Stated to Date - If Error is Found, Return at Once

①

Merhi service station 524020
 262 Groton Rd. 01241200
 Westford, MA 01287 524020
 692-8719

Date 11-19-19
 M Town of Westford
 Address _____

Reg. No.	Clerk	Account Forward
1		
2		
3	Sticker	35-
4		
5		
6	plate #	
7	M79853	
8		
9		
10		
11		
12		
13	MB	
14	7496-1	
15		

AT&T 1-800-451-4630
 T-800-451-4630 Your Account Statement Data - If Error is Found, Notify AT&T

#1

01241200 - 524020

V# 204

Tom's Auto Repair Inc
496 Groton Rd
Westford, MA. 01886
Phone: 978-692-3424 Fax: 000- -

INVOICE

14876

Org. Est. # 014939

INVOICE

Date: 02/18/2020

TOWN OF WESTFORD

55 Main St
Westford, MA 01886
Home 978-692-5509 OH -- Office 978-692-5527 build

2017 Ford - Escape SE - 1.5L, In-Line4 (91CI) VIN(D)
Lic #: M96398 Odometer In : 16179

VIN #: 1FMCU9GD2 HUB45846

Part Description / Number	Qty	Sale	Ext	Labor Description	Ext
Oil Filter V241	1.00	6.00	6.00	Rotate Rotate tires	20.00
Synthetic Motor Oil Syn 5W20	4.30	6.50	27.95	Rear Brake Job Replace Rear Pads & Rotors, Clean & Lube Caliper Slides	120.00
Rear Brake Pads COT PC1665	1.00	69.89	69.89	Lube, oil, and filter Lubricate and check chassis. Change oil and oil filter. Check air filter and breather filter. Check all fluid levels and tire pressures. Preform basic safety inspection. Road test vehicle.	16.00
Rear Brake Rotor 901168	2.00	68.76	137.52		
Shop Supplies			5.00		

Received

FEB 18 2020

Westford Building Department

Org Estimate 402.36 Revisions 0.00 Current Estimate 402.36

Labor:	156.00
Parts:	246.36
Sub Total:	402.36
Tax:	0.00
Total:	402.36
Bal Due:	\$402.36

[Payments -]
Vehicle Received: 2/18/2020

I hereby authorize the above repair work to be done along with the necessary material and hereby grant you and/or your employees permission to operate the car or truck herein described on street, highways or elsewhere for the purpose to testing and/or inspection. An express mechanic's lien is hereby acknowledged on above car or truck to secure the amount of repairs thereto. Warranty on parts and labor is one years or 12,000 miles whichever comes first. Warranty work has to be performed in our shop & cannot exceed the original cost of repair.

Signature _____ Date _____

204

0124/200 524070

Tom's Auto Repair Inc
496 Groton Rd
Westford, MA. 01886
Phone: 978-692-3424 Fax: 000- -

INVOICE

14887

Org. Est. # 014959

INVOICE

Date: 02/27/2020

TOWN OF WESTFORD	2008 Ford - Escape Hybrid - 2.3L, In-Line4 (140CI) VIN(H)
55 Main St	Lic # : M79853
Westford, MA 01886	Odometer In : 40913
Home 978-692-5509 OH -- Office 978-692-5527 build	VIN # : 1FMCU59H9 8KB58341

Part Description / Number	Qty	Sale	Ext	Labor Description	Ext
Oil Filter V5505	1.00	10.28	10.28	Lube, oil, and filter	16.00
Synthetic Motor Oil Syn 5W20	4.50	6.50	29.25	Lubricate and check chassis. Change oil and oil filter. Check air filter and breather filter. Check all fluid levels and tire pressures. Preform basic safety inspection. Road test vehicle.	
Shop Supplies			2.78		

Org. Estimate 58.31 Revisions 0.00 Current Estimate 58.31

Labor:	16.00
Parts:	42.31
SubTotal:	58.31
Tax:	0.00
Total:	58.31
Bal Due:	\$58.31

[Payments -]
Vehicle Received: 2/27/2020

I hereby authorize the above repair work to be done along with the necessary material and hereby grant you and/or your employees permission to operate the car or truck herein described on street, highways or elsewhere for the purpose to testing and/or inspection. An express mechanic's lien is hereby acknowledged on above car or truck to secure the amount of repairs thereto. Warranty on parts and labor is one years or 12,000 miles whichever comes first. Warranty work has to be performed in our shop & cannot exceed the original cost of repair.

Signature _____ Date _____



03/08/2021 09:08
odonnell

TOWN OF WESTFORD
FY2021 YEAR-TO-DATE BUDGET REPORT

P 1
glytdbud

FOR 2021 13

	ORIGINAL APPROP	TRNFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
0100 GENERAL FUND							
241 INSPECTION DEPARTMENT							
01024100 INSPECTION - REVENUE							
01024100 432050 COPY FEES	0	-150	-150	-50.00	.00	-100.00	33.3%
01024100 432120 RETURNED CHECK	0	-50	-50	-25.00	.00	-25.00	50.0%
01024100 445110 PLACE OF ASSEMB	0	-11,000	-11,000	-1,540.00	.00	-9,460.00	14.0%
01024100 445200 BUILDING PERMIT	0	-440,000	-440,000	-305,727.40	.00	-134,272.60	69.5%
01024100 445210 ELECTRICAL PERM	0	-80,000	-80,000	-61,155.00	.00	-18,845.00	76.4%
01024100 445220 PLUMBING PERMIT	0	-55,250	-55,250	-30,190.00	.00	-25,060.00	54.6%
01024100 445230 GAS PERMITS	0	-60,000	-60,000	-29,685.00	.00	-30,315.00	49.5%
01024100 445250 SIGN PERMITS	0	-800	-800	-1,009.00	.00	209.00	126.1%
01024100 445255 SHEET METAL/MRC	0	-13,000	-13,000	-39,965.40	.00	26,965.40	307.4%
01024100 445258 TRENCH PERMIT	0	-900	-900	-1,000.00	.00	100.00	111.1%
01024100 445260 OTHER BUILDING	0	-4,000	-4,000	-3,110.00	.00	-890.00	77.8%
TOTAL INSPECTION - REVENUE	0	-665,150	-665,150	-473,456.80	.00	-191,693.20	71.2%
TOTAL INSPECTION DEPARTMENT	0	-665,150	-665,150	-473,456.80	.00	-191,693.20	71.2%
TOTAL GENERAL FUND	0	-665,150	-665,150	-473,456.80	.00	-191,693.20	71.2%
TOTAL REVENUES	0	-665,150	-665,150	-473,456.80	.00	-191,693.20	
GRAND TOTAL	0	-665,150	-665,150	-473,456.80	.00	-191,693.20	71.2%

** END OF REPORT - Generated by Dan O'Donnell **

Number of permits issued to date: 2,370

(4)