

FY 2022 Budget Questions & Answers Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
610 Library	<p>Bao: Two-thirds of the current Library personnel are deemed at "immediate risk" of retirement. Is there any contingency plan?</p>	<p>Rainville: The Library does boast a loyal and long-serving staff, with the senior 18 representing an aggregated 392 years of service to the town of Westford. The risk designation is derived from, and tracked according to, the <i>American Library Association Succession Planning Handbook</i> (purchased numerous years ago per a Director Goal from the Board of Library Trustees). This handbook is most germane to a large county library system with branches.</p> <p>Fortunately, seven of eleven degreed professional librarians are not yet of retirement age, and this younger staff does constitute a bench – several may desire future advancement. While we have mentored numerous young <i>Masters in Library Science</i> students to their degree, we have seen them depart for benefitted, full-time professional positions elsewhere.</p> <p>2021 foreseeably will be a watershed year in what is already an “aged” profession – with more librarians retiring and regional competition for professionals. Some staff will be staying to maximize pension benefit, while others will depart as treasured colleagues retire, or opt not to adapt to a new supervisor or new administration. While several sister libraries have lost as many as half-dozen staff to retirement this past year, we have been fortunate to retain our staff, although 2020 was not the year of training we might have wished, but a year of reinvention.</p> <p>These are the updateable materials and options that <u>are</u> in place in the Library Department, expediting future collaboration with the Human Resources Department when needed for filling vacancies:</p> <ul style="list-style-type: none"> ○ Up to Date <i>Job Descriptions</i> for all library positions [with COVID revisions in the works for the “new normal”] ○ SAMPLE Job Ads for all positions ○ SAMPLE Interviews for all positions

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		<ul style="list-style-type: none"> ○ SAMPLE Team Interviews for all Management positions ○ Core Competencies for Professional Positions ○ SAMPLES [of all kinds] in a file for future Library Director Search BIBLIOTEMPS [temporary contractual librarian service administered by the Massachusetts Library System]
610 Library/650 Parks/660 Land Management/670 Historical Commission	Bao: How many kinds of revolving funds do we have in these departments?	<p>O'Donnell: For Ch 44 Sec 53 E ½ revolving funds, Conservation and Land Management has the East Boston Camps Maintenance account which generates revenue from renting the property. Parks and Grounds has the Recreation Field Maintenance revolving account that generates revenue from different sports leagues using the town's fields. There are also many different types of other funds (grants, gifts, trusts, etc.) that are published under the Town Accountant section in the Annual Town Report each year.</p> <p>Rainville: The LIBRARY DEPARTMENT does not have a Revolving Account, but under Commonwealth regulations is allowed a RESTITUTION ACCOUNT under MGL CH. 44 S.53 into which library patrons may pay for items lost or damaged while on loan/in their care. In a typical fiscal year, the LIBRARY RESTITUTION ACCOUNT nets slightly over \$2,000 dollars. This income is used the following fiscal year to purchase replacement materials, and this expenditure contributes to the 15% calculation which the Library Department must spend on materials per state certification language. In FY21 - this current fiscal year, given both reduced physical and increased downloadable circulation, we are likely to net approximately \$800 in restitution payments.</p>

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<p>Rainville: The above matrix reflects the original CLOSEOUT projection submitted to the Town Manager and Finance Director, as approved by the Board of Library Trustees. Because of position vacancies still to be filled, and because libraries have been guaranteed to make their Material appropriation costs for FY21 by the Massachusetts Board of Library Commissioners, it was possible in this unique COVID year to return funds to the Town and still maintain the Westford Library's certification under Commonwealth regulations. The final Closeout figure may be slightly higher or lower depending on service and staff coverage costs during this final quarter.</p>																														
610 Library	FitzPatrick: Are there plans to mitigate the "immediate risk" of retirements? Are their notice incentives like other departments?	Rainville: Notice Incentives are only for the eligible Civil Service Police Department, and therefor do not apply to the Library Department.																												
610 Library	FitzPatrick: Did the library benefit from any covid funds? Could any offset the	Rainville: The Library as a Town Department benefitted substantially from CARES ACT funds, reporting over \$12,000 worth of expenses to the Town for coverage under this initiative. The Town centralized all PPE purchases, disinfectant and sanitizing product																												

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	additional costs associated with air handling?	<p>purchases, air purifier purchases [the library has eleven], while the Library tracked and submitted all Supply, Sanitation, Social Distancing and Safety costs associated with Curbside Delivery and COVID services to the Finance Director for inclusion in the CARES ACT quarterly reporting. These unique costs — which appear to push Library line items negative will be dealt with as a Journal Entry at yearend and paid for from CARES ACT funds. This will restore the Library Supply line item to a positive number.</p> <p>Additionally, through Senator Edward J. Kennedy, all six public libraries in the First Middlesex District received REMOTE JUVENILE PROGRAMMING funds from the Massachusetts legislature – Westford in the amount of \$16,802 to be spend on providing remote juvenile programs to residents. These funds absolutely transformed and enhanced the caliber, variety and abundance of programs we were able to offer Westford youngsters and tweens, and were largely responsible for our ability to delay re-filling the professional full-time Young Adult Librarian position.</p> <p>At this point, I do not project a deficit in either the Heating or the Electricity line items for Library energy use resulting from running heat pumps, opening windows or air purification (the thirteen Heat Pumps at the Library were all too old to be retrofitted for the MERV 13 filters, so air purifiers were procured). Do note that in a typical year the library would see on average 750 users per day enter and exit the building; this would entail daily heat and cooling loss which we did not experience providing curbside pickup.</p>
650 Parks and Grounds	FitzPatrick: What kind of expenses run thru grounds maint expense?	Duane: Grounds Maintenance supports equipment, tools, and materials for the upkeep of grounds and associated infrastructure for all Town buildings, as well as maintenance and repairs of grounds and infrastructure associated with outdoor recreation amenities like athletic fields, playgrounds, basketball courts, tennis courts, two beaches, Bruce Freeman and other trails, Veteran’s Monuments, Community Gardens, etc. We also work collaboratively with several other departments to assist with other areas like East Boston Camps and some School athletic fields.

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660 Land Management	Bao: Is the "Caretaker services" mostly for the Hills Orchard?	Salem: For FY22, "Contracted Services" (01660200-530920) will mostly be used for the management of agricultural resources at Hill Orchard with Farmer Dave (\$7,000). The remainder of the funds will be utilized for a portion of the services for J.V. Property Management, the facilities manager at East Boston Camps.
660 Land Management	Bao: "Manages land leased for agricultural purposes at Day Field." Which fund does the lease income go to? What's the current status of the lease? It appears that the current lease might expire in 22/23.	Salem: The current lease of the Day Field expires November 2023. The lease income is deposited to LEASES 01098000-436100, which is general fund revenue.
660 Land Management	Cunningham: We have had most of these goals for a while. What are the prospects of getting any of these done in the near future? What has to change/ happen to realize them? Projected costs?	<p>Salem: This is a short-term goal to implement in the next 1-3 years, provided fiscal situations improve.</p> <p>As the Ranger/Land Manager would be a seasonally contracted position, we anticipate that it would cost approximately \$15,000 to fund for 3-4 months during the summer when use of town properties is the highest. Costs for supplies (trail blazings, boundary markers, other supplies as needed) could be funded through the "Grounds Maintenance" budget item.</p> <p>A potential avenue for funding could be the Efficiency and Regionalization grant program offered by the MA Community Compact Cabinet. Sharing this resource with a neighboring municipality could provide a long-term, fiscally sustainable option while reducing the overall cost of implementation.</p>
670 Historical Commission	Bao: Is the electricity/heating fuel for the two buildings, Westford Museum and the	Fox: Yes, the utilities are for those two properties located at 2 and 4 Boston Road. An energy audit has not been completed recently for the two buildings, however, this is something that the new Clean Energy and Sustainability Committee are actively pursuing.

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	historical commission building? The electricity/fuel cost is high, but those are old buildings. Has any energy audit performed on these old buildings recently?	
670 Historical Commission	FitzPatrick: is there a specific building maint need?	Fox: Facilities did sign a pest management plan to help control on going mice problems. Facilities supports this proposal because the cottage does have ongoing maintenance issues. The furnace in the cottage also had issues this year, and due to the age of the building, we are anticipating some funds will be needed in the near future for repairs that cannot be done in house.
630 Recreation Enterprise	Bao: The pandemic has a great impact on recreation programs/funding. Are there any newly introduced programs which could be carried on post-pandemic?	Duane: The Recreation Department offered some new online recreational opportunities during the pandemic, including a variety of e-gaming options and some computer design programs. Our plan is to continue offering these, as well as exploring additional programs, post pandemic. Additionally, the department plans to resume our popular summer weekly and after school enrichment program.
630 Recreation Enterprise	FitzPatrick: Other recreational staff was decreased due to uncertainty. Would there be corresponding supervisory decreases?	<p>Duane: The supervisory staff are OPEIU Union positions that oversee and manage a variety of programs and operations throughout the year, including all school sites that host our Westford Partnership for Children (WPC) After School Program, two beaches, weekly summer programs, etc. Other recreational staff is the line item that funds our part-time workers that supplement the supervisory staff for program and service delivery, including summer counselors, after school counselors, lifeguards, beach attendants, etc.</p> <p>Supervisory Staff reductions would result from a significant decline in program enrollment. This was the case in FY21 due to COVID. We hired significantly reduced Other Recreation Staff and furloughed 12 Supervisory Staff positions in November.</p>

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		Furloughed staff are currently being recalled according to a phased schedule that prepares us for pending spring, summer, and fall 2021 operations. For FY22 we will continue to closely monitor and make adjustments to spending in these lines.
630 Recreation Enterprise	FitzPatrick: Can we see the revenue side of the equation as well?	O'Donnell: Please see the attached Recreation Enterprise revenue budget.
General	Fitzpatrick: Can we get a complete list of ALL the revolving accounts in town and who is in charge of them? Two of these departments now have expenses flowing thru revolving that haven't before.	O'Donnell: Attached is the list of revolving funds approved in the town bylaws.
General	Fitzpatrick: It seems the allocation to recreation is more than storm water but less than water. How are the allocations derived?	O'Donnell: The Indirect Administrative Costs are based on the percentage of the Recreation Budget (Net of Direct/Indirect Costs) vs. the Town Operating budget (Net of Direct/Indirect Costs), which equates to 1.19% of the salaries for Town Manager, Finance, Accounting, Audit Services, Treasurer/Collector, HR, and Technology. The water enterprise has a larger budget, so they are charged a proportional amount of 2.10% for those same salaries.

TOWN OF WESTFORD							
630 RECREATION ENTERPRISE							
FY21 REVENUE WORKSHEETS							
			FY19	FY20	FY21	FY21	FY22
ORG	OBJECT	ACCOUNT NAME	REVENUE	REVENUE	BUDGET	REVENUE (3/25/21)	PROJECTED
63063000	423300	RECREATION ENTERPRISE REVENUE		(8,586.09)		(5,473.46)	
	423510	SQUIRT PROGRAM REVENUE	5,660.00	3,043.00	7,000.00	2,055.00	7,000.00
	423520	YOUTH PROGRAM REVENUE	62,546.25	64,961.00	57,000.00	33,691.50	57,000.00
	423530	ADULT PROGRAM REVENUE	23,202.25	8,126.00	18,500.00	643.75	18,500.00
	423540	WPC/REC CLUB REVENUE	965,989.29	585,028.46	965,000.00	3,843.00	965,000.00
	423550	SUMMER WEEKLY PROGRAM REVENUE	203,228.93	156,326.33	200,000.00	52,013.75	195,000.00
	423570	WATERFRONT PROGRAM REVENUE	32,448.25	25,775.25	35,000.00	17,060.00	35,000.00
	423580	BROCHURE REVENUE	14,166.00	4,150.00	14,000.00	350.00	14,000.00
	423590	FIELD TRIPS/ SPECIAL PROGRAMS REVENUE	29,167.20	9,991.50	30,000.00	-	30,000.00
63063000	482000	RECREATION ENTERPRISE REVENUE	3,634.39	2,455.89	3,600.00	125.10	3,600.00
		TRANSFERS FROM RETAINED EARNINGS					
		DEBIT TO REVENUE - ON LINE CHARGES;NSF, REFUNDS	(41,350.20)		(45,000.00)		(45,000.00)
		SUB TOTAL REVENUE	1,298,692.36	851,271.34	1,285,100.00	104,308.64	1,280,100.00
		TRANSFERS FROM RETAINED EARNINGS	161,000.00	75,000.00	75,000.00	75,000.00	-
63063000	497001	TRANSFERS FROM GENERAL FUND	93,237.00	45,938.00	47,153.00	47,153.00	149,896.00
63063000	497080	TRANSFERS FROM TRUSTS				475,000.00	
		SUB TOTAL FUNDING APPLIED	254,237.00	120,938.00	122,153.00	597,153.00	149,896.00

ARTICLE 7: Authorize Revolving Funds*Town Manager***Motion:** *(Majority Vote Required)*

That the Town vote, pursuant to [Massachusetts General Laws, Chapter 44, Section 53E½](#) as most recently amended by Section 86 of Chapter 218 of the Acts of 2016, to establish limitations on expenditures from the revolving funds established by Chapter 138.1 of the General Bylaws, entitled, “Revolving Funds” as follows:

REVOLVING ACCOUNT	AUTHORITY	EXPENDITURE LIMIT
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	Select Board	\$150,000
Recycling Revolving	Recycling Commission	\$20,000
Recreation Field Maintenance	Recreation Commission	\$150,000
Senior Center Fitness Room	Council on Aging	\$25,000
Senior Center Programs	Council on Aging	\$50,000
School Parking	School Committee	\$80,000
School Bus/Transportation	School Committee	\$800,000
East Boston Camps Maintenance	Conservation Commission	\$60,000
Immunizations and Clinical Services	Board of Health	\$60,000
Community Gardens	Agricultural Commission	\$10,000
Town Forest Management	Town Forest Committee / Tree Warden	\$25,000
Farmer’s Market	Town Manager	\$10,000