

March 25, 2017

Fiscal Years 2018-2020

Town of Westford Budget



Jodi Ross

Town of Westford

Fiscal Years 2018-2020

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BOARD OF SELECTMEN FISCAL YEAR 2018 BUDGET POLICY DIRECTION

The Town Manager will prepare the FY18 operating budget and a three-year projection of expenses and revenue. The FY18 budget should:

- Fund all debt obligations first.
- Satisfy existing and anticipated future contractual and mandated obligations.
- Continue to provide funding for our OPEB obligation.
- Maintain minimum recommended reserves at 5% of the operating budget.
- Attempt to maintain services at current levels. If anticipated FY18 revenue and excess free cash, if any, is insufficient for that purpose, then identify options for specific expense reductions and/or new revenue sources to balance expenses with funding.
- Allocate \$1.5M for capital expenses, from Free Cash if possible, in keeping with past practice. If less than \$1.5M is recommended for capital expenses in FY18, then the difference should be added to the capital reserve for anticipated future costs related to town facility and road needs. This amount may be reduced if needed to maintain current personnel. The target total for bond payments should fall within the range of 7-10%.
- Any new proposed ongoing positions (funding for associated benefits included) or expenses must be accompanied by corresponding ongoing expense reductions or by new recurring revenue, so that the merits of the trade-offs may be evaluated to determine whether or not to move forward with the new position or expense.
- Evaluate the Health Care Stabilization Fund and determine whether any adjustments might be necessary going forward.
- In the event that the above conditions are met and available funds remain, the Town Manager will meet with department heads and the Superintendent of Schools to identify and prioritize unfilled departmental needs, other capital requirements, or other town necessities and make a recommendation to the Board of Selectmen, Finance Committee, and School Committee.

Budget Summary

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
<i>APPROPRIATION SUMMARY</i>							
GENERAL GOVERNMENT	3,890,937.43	4,263,693.19	4,769,420.00	4,648,617.00	5,315,882.00	5,807,214.00	9.03%
PUBLIC SAFETY	9,173,416.56	9,442,785.82	9,683,851.00	9,365,443.00	9,751,070.00	9,831,662.00	-0.82%
EDUCATION	53,658,194.29	55,390,059.00	56,722,128.00	56,716,582.00	58,134,173.00	59,587,203.00	2.39%
PUBLIC WORKS	4,813,654.17	4,913,962.00	5,037,165.00	4,955,929.00	5,137,716.00	5,154,139.00	0.85%
HEALTH & HUMAN SERVICES	1,009,801.99	1,116,991.00	1,120,897.00	1,059,316.00	1,143,423.00	1,153,526.00	-5.16%
CULTURE & RECREATION	1,931,642.91	2,012,666.99	2,059,931.00	2,017,789.00	2,089,092.00	2,107,985.00	0.25%
DEBT SERVICE	6,556,447.48	6,733,967.00	6,787,368.00	6,787,368.00	7,688,611.50	7,303,354.00	0.79%
UNCLASSIFIED	14,122,142.41	15,598,725.00	17,139,915.00	16,561,968.00	18,057,423.00	19,965,041.00	6.18%
COMMUNITY PRESERVATION FUND	879,678.32	884,528.00	881,574.00	881,574.00	849,704.00	88,769.00	-0.33%
WATER ENTERPRISE FUND	3,622,864.89	4,251,521.00	4,255,509.00	4,255,509.00	4,345,706.00	4,358,125.50	0.09%
RECREATION ENTERPRISE FUND	1,360,894.38	1,375,174.00	1,430,834.00	1,426,875.00	1,446,637.00	1,460,341.00	3.76%
AMBULANCE ENTERPRISE FUND	1,143,055.23	1,276,033.00	1,371,647.00	1,351,403.00	1,389,918.00	1,408,400.00	5.91%
TOTAL ARTICLE	102,162,730.06	107,260,106.00	111,260,239.00	110,028,373.00	115,349,355.50	118,225,759.50	2.58%

Operating Budget

General Government

122 Selectmen

Mission Statement:

The Board of Selectmen is committed to ensuring the safety and well-being of our citizens, providing a high quality education for our children, managing growth, maintaining the town infrastructure, and protecting the town’s valued environmental and historic resources, all in a fiscally responsible manner. The board will provide open and honest leadership, promote citizen participation, and support and encourage our town employees and volunteers. The board will always act in the best interest of the Town.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
CONTRACTUAL CLERICAL SERVICES	4,900.00	5,250.00	5,550.00	5,550.00	5,550.00	5,550.00	5.71%
ADVERTISING-LEGAL	164.58	500.00	500.00	500.00	500.00	500.00	0.00%
OTHER CHARGES AND EXPENSES	424.18	2,400.00	2,000.00	1,000.00	2,000.00	2,000.00	-58.33%
MEETINGS & CONFERENCES	60.00	1,200.00	1,800.00	100.00	1,800.00	1,800.00	-91.67%
DUES & MEMBERSHIPS	10,323.00	10,464.00	11,462.00	6,512.00	11,462.00	11,462.00	-37.77%
NMCOG MEMBERSHIP	6,289.14	6,478.00	6,608.00	6,608.00	6,808.00	6,808.00	2.01%
COMMUNITY INITIATIVES	3,976.45	5,000.00	5,000.00	1,000.00	5,000.00	5,000.00	-80.00%
ENCUMBRANCES	2,399.00						
CATEGORY TOTAL	28,536.35	31,292.00	32,920.00	21,270.00	33,120.00	33,120.00	-32.03%
DEPARTMENT TOTAL	28,536.35	31,292.00	32,920.00	21,270.00	33,120.00	33,120.00	-32.03%

Description of Changes:

The Dues and Memberships line item was decreased in FY18 as we removed the funding for CrossTown due to budgetary constraints. The Meetings and Conferences line item was reduced by \$1,700 which had previously been used to fund the Annual Strategic Planning Retreat.

Programs & Services:

The Board of Selectmen are the chief policy making officials of the town and are responsible for the enforcement of all town bylaws and regulations. The Board of Selectmen appoint the following people and committees according to the Charter explicit language:

- Town Manager
- Town Counsel
- Conservation Commission
- Board of Appeals

Elected Board of Selectmen:

Andrea Peraner-Sweet, Chair

Scott Hazelton, Vice Chair

Mark Kost, Clerk

Kelly Ross

Donald Siriani

Additionally, in accordance with general language in the Charter, the Selectmen appoint the following:

- Cable TV Advisory Committee
- Community Teamwork, Inc. Representative
- Council on Aging
- Permanent Town Building Committee
- Historical Commission
- Lowell Regional Transportation Authority Representative
- Northern Middlesex Council of Government (Selectman Representative)
- Any ad hoc committees required to carry out the responsibilities of the Selectmen which are not delegated to the Town Manager for appointment (for example, the Highway Garage Siting Committee)

123 Town Manager**Mission Statement:**

The town manager's office is committed to being responsive, ethical, and transparent while providing quality, innovative and effective service to all town departments, federal and state agencies, the business community, and our residents at large. We foster and promote effective working relationships with all town employees, boards, committees, and commissions. We are committed to annually presenting a fiscally responsible operating budget that accomplishes the goals of the Board of Selectmen.

Goals: The Selectmen approved the following Board of Selectmen/Town Manager Goals on November 10, 2015:

One Year Goals:

1. Adhere to the Board of Selectmen Fiscal Year 2017 Budget Policy Direction. Provide budget projections for the next three years and outline options and make recommendations to keep a balanced budget.
2. Continue to monitor health insurance benefits and identify ways to control costs. Analyze the upcoming changes in the health insurance industry related to federal healthcare reform; recommend changes as required.
3. Work with the Permanent Town Building Committee to complete the design and construction bid documents of the combined dispatch center and the new Center Fire Station. Work with town staff, officials, and residents to develop recommendations for the reuse of the former center station.
4. Complete the energy aggregation program to provide a fixed rate for electric supply for local residents and businesses. Complete energy efficiency projects funded through the Green Community competitive grant, and apply for competitive grants to fund additional energy efficiency projects. Explore initiatives and programs that will help the town make progress toward its goal of a 20% reduction in overall energy consumption.
5. Update personnel policies and procedures handbook.
6. Assist with the Drew Gardens property redevelopment project.
7. Evaluate the results of the Resident Communication Survey, and seek to make improvements in communication between the Town and residents.

Multi Year Goals:

8. Work with the Town Farm Task Force and applicable boards to identify an alternative location for the offices and programming space currently occupied by the Recreation and Cemetery departments in the Town Farm building, and develop a plan for the future use or disposition of the Town Farm building.
9. Support the 12 North Main Street Task Force's efforts to identify a reuse strategy for the town-owned mill property. Continue to pursue grants and funding sources to help with the cleanup of contamination, and work with state agencies to protect our public water supply at this location. Coordinate any cleanup and/or building stabilization work that is approved.
10. Support the Commission on Disability to identify issues related to compliance with the Americans with Disabilities Act (ADA).
11. Work with the Pedestrian Safety Committee, Police, Fire, Engineering, Highway, Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.

Programs & Services:

The town manager is the chief administrative officer of the town, and acts as the agent for the Board of Selectmen, ensuring the proper operation of town affairs under the policy direction of the board. The town manager supervises, directs and is responsible for the efficient administration of all officers appointed by her, and their respective departments, and of all functions for which she is given responsibility by the Charter, town meeting, or by vote of the board.

The town manager appoints all department heads and officers, subordinates, and employees under her direct supervision; and officers, subordinates and employees for whom no other method of selection is provided in the Charter, except employees of the school department and persons serving under officers, boards, commissions and committees elected directly by the voters of the town.

The town manager appoints the Affordable Housing Committee, Council on Aging, Board of Assessors, Capital Planning Committee, Board of Cemetery Commissioners, Parkerville Schoolhouse Committee, Parks and Recreation Commission, Records and Archives Committee, Recycling Commission, Town Forest Committee, TREAD Committee, and Board of Water Commissioners. The town manager is the appointing authority for the police and fire chiefs, subject to the confirmation of the Board of Selectmen; and after consultation with the police or fire chief, appoints all employees of their respective departments, except for their clerical and maintenance employees.

The financial management responsibilities of the town manager include preparing and submitting an annual operating and capital budget for all town departments. The town manager ensures complete records of the financial and administrative activity of the town are maintained, approves

warrants for payments of town funds prepared by the accountant, and is responsible for the purchase of all supplies, materials, and equipment, except for the school department and library. The town manager approves the award of all contracts for all town departments (with the exception of the school department and library) subject to approval of the Board of Selectmen. The town manager keeps the Board of Selectmen and Finance Committee fully informed as to the financial condition of the town, and consults with the Finance Committee to make recommendations to the board, and to other elected and appointed officials as necessary.

The personnel management responsibilities of the town manager include administering and adopting, in consultation with the Personnel Advisory Committee, personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees. The town manager administers all collective bargaining agreements, except for school department agreements, entered into by the town. The town manager fixes compensation of all town employees and officers appointed by her, within the limits established by appropriation and any applicable compensation plan or collective bargaining agreements. The town manager is responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except the employees of the school department and the library director and assistant library director, with these contracts subject to the approval by the Board of Selectmen.

This description above is summarized from the 1989 Act Establishing a Board of Selectmen-Town Manager Form of Administration in the Town of Westford. The full version may be viewed online at: www.westfordma.gov/Pages/OnlineServices/Documents/Bylaws/Town_charter.pdf.

Description of Changes:

The Town Manager received a new five-year contract and the \$3,600 annual mileage stipend was transferred from expenses to into salary.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TOWN MANAGER	166,992.56	179,137.00	181,824.00	181,824.00	184,552.00	184,552.00	1.50%
ASSISTANT TOWN MANAGER	90,400.73	106,600.00	108,199.00	108,199.00	109,822.00	109,822.00	1.50%
VACATION COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
RECORDS SUPERVISOR	11,173.99	8,784.00	8,783.00	8,783.00	8,783.00	8,783.00	-0.01%
PROJECT/PROCUREMENT SPECIALIST	62,365.25	69,376.00	70,142.00	70,142.00	71,195.00	71,743.00	1.10%
SECRETARY (VACATION/SICK COVERAGE)	9,463.23	12,739.00	12,739.00	12,739.00	12,739.00	12,739.00	0.00%
LONGEVITY	1,250.00	1,250.00	600.00	600.00	1,250.00	1,250.00	-52.00%
LIFE INSURANCE / LONG TERM DISABILITY	1,968.60	3,800.00	3,800.00	3,100.00	3,800.00	3,800.00	-18.42%
CATEGORY TOTAL	343,614.36	382,686.00	387,087.00	386,387.00	393,141.00	393,689.00	0.97%
EXPENSES							
MANAGEMENT PERFORMANCE TRAINING	7,300.00	5,000.00	5,000.00	2,500.00	5,000.00	5,000.00	-50.00%
CONTRACTED SERVICES	3,370.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
ADVERTISING-LEGAL	766.69	600.00	700.00	700.00	700.00	700.00	16.67%
OFFICE SUPPLIES	432.50	600.00	500.00	500.00	600.00	600.00	-16.67%
FORMS/PRINTING	4,470.72	4,400.00	4,500.00	4,500.00	4,400.00	4,400.00	2.27%
BOOKS & SUBSCRIPTIONS	857.70	375.00	375.00	375.00	375.00	375.00	0.00%
TRAVEL - MILEAGE	5,003.50	5,090.00	5,090.00	1,490.00	5,090.00	5,090.00	-70.73%
MEETINGS & CONFERENCES	4,845.51	5,430.00	5,430.00	5,000.00	5,430.00	5,430.00	-7.92%
DUES AND MEMBERSHIPS	2,473.13	2,665.00	2,740.00	2,740.00	2,740.00	2,740.00	2.81%
ENCUMBRANCES							
CATEGORY TOTAL	29,519.75	27,160.00	27,335.00	20,805.00	27,335.00	27,335.00	-23.40%
DEPARTMENT TOTAL	373,134.11	409,846.00	414,422.00	407,192.00	420,476.00	421,024.00	-0.65%

Personnel:

Position	FTE	Unit	Salary	Longevity	Life Insurance	Total
Town Manager	1.0	EXEM	181,824.00	600.00	3,100.00	185,524.00
Assistant Town Manager	1.0	EXEM	108,199.00			108,199.00
Vacation Coverage			1,000.00			1,000.00
Project/Procurement Specialist	1.0	NON	70,142.00			70,142.00
Records Supervisor	0.1	CWA	8,783.00			8,783.00
Administrative Secretary	0.3	NON	12,739.00			12,739.00
Total Personal Services	3.4		382,687.00	600.00	3,100.00	386,387.00

131 Finance Committee

Mission Statement: The Finance Committee's mission is to make recommendations on all financial matters, including the budget, to Town Meeting. The Finance Committee has oversight responsibility for all municipal financial matters, as well as other statutory authority granted to them by town bylaw.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
PRINTING/POSTAGE SERVICES	5,325.74	6,100.00	6,100.00	5,800.00	6,253.00	6,378.00	-4.92%
OTHER PURCHASED SERVICES	2,100.00	3,500.00	3,500.00	2,775.00	3,500.00	3,500.00	-20.71%
MEETINGS & CONFERENCES	55.00	165.00	165.00	165.00	165.00	165.00	0.00%
DUES & MEMBERSHIPS	273.00	348.00	348.00	348.00	348.00	348.00	0.00%
ENCUMBRANCES	175.00						
CATEGORY TOTAL	7,928.74	10,113.00	10,113.00	9,088.00	10,266.00	10,391.00	-10.14%
RESERVE FUND		150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00%
TRANSFERS OUT		(76,824.82)					-100.00%
CATEGORY TOTAL	-	73,175.18	150,000.00	150,000.00	150,000.00	150,000.00	104.99%
DEPARTMENT TOTAL	7,928.74	83,288.18	160,113.00	159,088.00	160,266.00	160,391.00	91.01%

Description of Changes: The Finance Committee Reserve Fund remains at \$150,000 due to the decrease in requests during the most recent fiscal years. The printing and postage costs are to pay for the Annual Westford Finance Committee Report and Recommendations which are mailed out to all residents prior to the Annual Town Meeting.

Programs & Services:

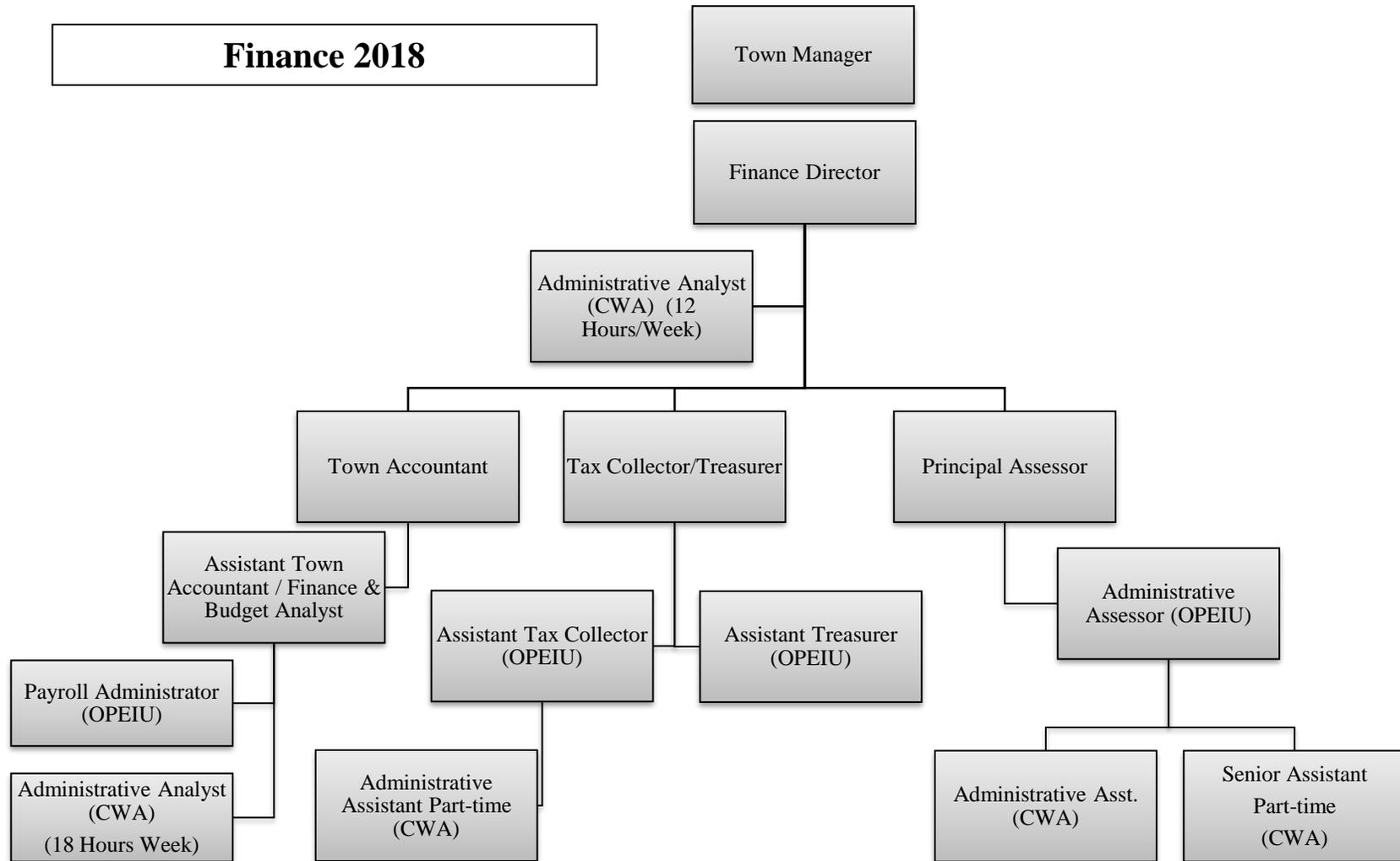
The Finance Committee is responsible for conducting public meetings prior to Annual and Special Towns Meetings in order to make recommendations on the finance-related warrant articles. The committee produces an annual report that publishes their recommendation on the finance-related articles. The Finance Committee also manages the Town's reserve fund and can appropriate money for unforeseen and extraordinary events. The Finance Committee is composed of nine members. Each serves a three-year term. Finance Committee members are appointed by the Town Moderator.

Other Metrics:

This is a link to the [2017 Finance Committee Report & Recommendations](#):

Reserve Fund Transfers for Fiscal Year 2017 as of March 6, 2017

Date	Transaction	Amount	Balance	Comment
4/2/16	Annual ATM/STM Appropriation	\$150,000.00	\$150,000.00	
10/6/16	Repair blown motor in Fire Engine 3-2010 KME Pumper	(\$18,624.82)	\$131,375.18	FY17 Fire Dept. Vehicle Maintenance Budget is \$25,000
12/1/16	To hire a land surveyor to conduct deed research and land surveying services for 35 Town Farm Road	(\$3,800.00)	\$127,575.18	Public Buildings Contracted Services
1/19/17	FY17 legal expenses associated with the Newport Materials settlement and Board of Health legal funds	(\$54,400.00)	\$73,175.18	Amount transferred is to provide legal services through March 2017 and fund the minimum legal retainer for April to June 2017.



132 Finance Department**Mission Statement:**

The mission of the Finance Department is to manage the town's financial resources in a sustainable and responsible manner in order to effectively monitor and report the current financial status of the town. In addition, the Finance Department provides quality support and services to other town departments so they can perform their missions more efficiently.

Goals:

- To continue to develop financial policies in coordination with the treasurer/collector and town accountant as recommended by the bond rating agencies.
- To maintain a AAA bond rating with Standard & Poor's.
- To assist the Town Manager in providing a balanced budget to present to Town Meeting.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
FINANCE DIRECTOR	99,239.02	109,598.00	110,071.00	110,071.00	111,722.00	111,722.00	0.43%
ADMINISTRATIVE ANALYST	13,715.52	14,683.00	15,132.00	15,132.00	15,588.00	16,358.00	3.06%
LONGEVITY	750.00	850.00	850.00	850.00	850.00	1,340.00	0.00%
CATEGORY TOTAL	113,704.54	125,131.00	126,053.00	126,053.00	128,160.00	129,420.00	0.74%
EXPENSES							
OFFICE SUPPLIES	909.61	300.00	300.00	300.00	300.00	300.00	0.00%
FORMS/PRINTING	-	-	-	-	-	-	0.00%
TRAVEL - MILEAGE	467.15	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	1,000.00	300.00	300.00	300.00	300.00	300.00	0.00%
DUES & MEMBERSHIPS	60.00	60.00	60.00	60.00	60.00	60.00	0.00%
ENCUMBRANCES							
CATEGORY TOTAL	2,436.76	860.00	860.00	860.00	860.00	860.00	0.00%
DEPARTMENT TOTAL	116,141.30	125,991.00	126,913.00	126,913.00	129,020.00	130,280.00	0.73%

Description of Changes:

The expenses for the Finance Department remain level funded at \$860. The printing of the FY18 budget must be done in-house, and we plan to reuse old binders for the budget books.

Programs & Services:

The Finance Director is responsible for providing professional financial planning, management, and administration of all financial processes of the town. The position is responsible for the management and general oversight of the three financial departments headed by the Town Accountant, Treasurer/Collector and Assessors. The Director is also responsible for a variety of complex analytical projects such as budget analysis, labor contract projections, and contract impact analysis. As mandated by the town charter, the Finance Director develops and maintains the five-year financial plan in close coordination with the Town Manager. The Finance Director attends all Finance Committee meetings and serves as their liaison. With the departure of the previous Assistant Town Manager in FY16, the Finance Director has become more involved with preparing warrant and motions for town meetings, procurement, assisting with overseeing leased property, and assisting with general insurance policies.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Finance Director	1.0	EXEM	110,071.00	850.00	110,921.00
Administrative Analyst	0.3	CWA	15,132.00	-	15,132.00
Total Personal Services	1.3		125,203.00	850.00	126,053.00

135 Town Accountant

Mission Statement: The mission of the Town Accountant is to oversee and process payroll and accounts payable in a timely and accurate manner and provide financial reporting services for the town in accordance with General Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS), town policies and town by-laws. Through strict internal controls and to ensure accuracy, we strive to maintain a constant and diligent effort to review, audit, prepare and proof every transaction before final processing.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TOWN ACCOUNTANT	93,202.29	97,716.00	99,182.00	99,182.00	100,669.00	100,669.00	1.50%
ASSISTANT TOWN ACCOUNTANT	65,825.55	73,288.00	74,102.00	74,102.00	75,792.00	75,792.00	1.11%
PAYROLL ADMINISTRATOR	66,405.43	67,807.00	68,560.00	68,560.00	70,123.00	70,123.00	1.11%
ADMINISTRATIVE ANALYST	20,837.04	22,025.00	22,698.00	22,698.00	23,382.00	24,074.00	3.06%
OVERTIME	2,523.48	2,434.00	4,500.00	3,000.00	4,500.00	4,500.00	23.25%
LONGEVITY	1,600.00	2,200.00	2,200.00	2,200.00	2,800.00	3,040.00	0.00%
CATEGORY TOTAL	250,393.79	265,470.00	271,242.00	269,742.00	277,266.00	278,198.00	1.61%
EXPENSES							
ACCOUNTING & AUDITING SERVICES	31,000.00	39,800.00	35,600.00	35,600.00	40,000.00	40,000.00	-10.55%
OFFICE SUPPLIES	1,073.49	1,500.00	1,500.00	1,200.00	1,500.00	1,500.00	-20.00%
FORMS/PRINTING	1,144.88	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
MEETINGS & CONFERENCES	1,782.37	2,600.00	2,600.00	2,600.00	2,600.00	2,900.00	0.00%
DUES AND MEMBERSHIPS	160.00	160.00	160.00	160.00	160.00	160.00	0.00%
ENCUMBRANCES							
CATEGORY TOTAL	35,160.74	45,360.00	41,160.00	40,860.00	45,560.00	45,860.00	-9.92%
DEPARTMENT TOTAL	285,554.53	310,830.00	312,402.00	310,602.00	322,826.00	324,058.00	-0.07%

Goals:

- To continue the development of financial policies to comply with GASB reporting updates and requirements.
- To continue to ensure the accuracy and timeliness of all financial records, processing and reporting.

Description of Changes:

Personal services increased by 1.61% to the settled OPEIU contract and the non-union cost of living increase of 1.5%. Accounting and Auditing services decreased in FY18 by \$8,800 because the Other Post Employment Benefit (OPEB) actuarial study is only required to be completed every other year.

Programs & Services:

It is the responsibility of the Town Accountant to maintain and ensure the accuracy of all financial records and reporting including the general ledger, subsidiary ledgers, balance sheet, annual audits and all necessary reporting to the Department of Revenue. Examples include the Schedule A, Tax Recap, Certification of Free Cash, etc.

The Accounting Department is responsible for both the payroll and vendor payment distributions which includes all federal, state and local grants, gifts, revolving funds, enterprise, trusts, agency funds, and all financial reporting.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Accountant	1.0	EXEM	99,182.00	1,100.00	100,282.00
Asst. Town Accountant / Finance & Budget Analyst	1.0	EXEM	74,102.00	-	74,102.00
Payroll Coordinator	1.0	NON	68,560.00	1,100.00	69,660.00
Administrative Analyst	0.5	CWA	22,698.00	-	22,698.00
Overtime			3,000.00		3,000.00
Total Personal Services	3.5		267,542.00	2,200.00	269,742.00

141 Assessors

Mission Statement: The Westford Assessors' Office and the Board of Assessors, as a professional team, exists to maintain equitable market value assessments by providing excellence in public service through complete, accurate, and timely assessments of all property subject to taxation competently and diligently as mandated under Massachusetts State law and to treat all people fairly and respectfully.

Goals:

- Maintain accurate, up to date, understandable and publicly accessible records on all properties. Prepare assessed values so tax bills can be issued timely. Provide friendly, competent and responsive service to taxpayers with respect to their responsibilities and opportunities under property tax regulations.
- Prepare for annual interim revaluations and recertification every 5 years with the Department of Revenue. Make policy changes within the Assessors' Office as needed or directed by statute and the Department of Revenue. Implement, review, document and act on all exemption and abatement applications, betterments, apportionments, etc. Continue annual measure and list for Real Estate, continue inspections and listings of Personal Property, review and analysis of sales data, income data, annual growth, and processes of all statutory mandates and DOR policies.
- Continue full implementation of in-house review, analysis of income and expenses, local and regional leases, and capitalization rates to provide supportive valuation through the Income Approach. Continue implementation of review and analysis of annual sales, management of Personal Property accounts, review of MLS, Banker & Tradesman for refinancing activity, bankruptcies, and foreclosures, etc. Continue work with map revisions, updates, corrections, and subdivisions.

Description of Changes:

The FY18 personnel budget reflects a 1.5% increase for non-union personnel and the contractual rates as agreed to between the Town of Westford and the OPEIU union.

	FISCAL 2016	FISCAL 2017	FISCAL 2018	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2018
	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
PERSONAL SERVICES							
PRINCIPAL ASSESSOR	93,202.27	97,716.00	99,182.00	99,182.00	100,669.00	100,669.00	1.50%
ADMINISTRATIVE ASSESSOR	58,222.11	68,411.00	71,171.00	71,171.00	74,045.00	74,045.00	4.03%
ADMIN ASSISTANT	50,028.90	49,838.00	49,838.00	49,838.00	49,838.00	49,838.00	0.00%
SENIOR ASSISTANT	25,181.51	25,788.00	26,371.00	26,371.00	26,372.00	26,372.00	2.26%
LONGEVITY	3,105.00	2,350.00	2,700.00	2,700.00	3,200.00	3,200.00	14.89%
CATEGORY TOTAL	229,739.79	244,103.00	249,262.00	249,262.00	254,124.00	254,124.00	2.11%
EXPENSES							
CONTRACTED SERVICES	2,700.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
OFFICE SUPPLIES	823.98	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL - MILEAGE	4,436.25	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
MEETINGS & CONFERENCES	1,370.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
DUES & MEMBERSHIPS	929.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
ENCUMBRANCES	24,431.00						
CATEGORY TOTAL	34,690.23	23,900.00	23,900.00	23,900.00	23,900.00	23,900.00	0.00%
DEPARTMENT TOTAL	264,430.02	268,003.00	273,162.00	273,162.00	278,024.00	278,024.00	1.92%

Programs & Services:

The assessor's office offers many services such as certified abutters list, motor vehicle abatements, real estate abatements, personal property abatements, property record cards for real estate and personal property, maps, etc. The office staff regularly answers questions and assists taxpayers, real estate professionals, engineers, and attorneys.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Assessor	1.0	EXEM	99,182.00	1,100.00	100,282.00
Assistant Assessor	1.0	OPEIU	71,171.00		71,171.00
Administrative Assistant	1.0	CWA	49,838.00	1,100.00	50,938.00
Senior Assistant	0.6	CWA	26,371.00	500.00	26,871.00
Total Personal Services	3.6		246,562.00	2,700.00	249,262.00

Other Information:

- The Board of Assessors has approximately 8 meetings per year.
- Annually the office processes approximately 25,000 motor vehicle bills and approximately 1000 abatements.
- The office currently processed under 10,000 real estate and personal property bills. On average, the office processes less than 120 abatements.
- The office processes approximately 180 elderly, veteran, and blind exemptions.
- The office processes approximately 215 CPA applications.
- The assessors' office also generates abutter lists and various reports.
- The office annually mails and processes approximately 1200 Form of List for Personal Property valuation. In addition, they also mail Chapter Land forms, and Income and Expense forms to commercial/industrial property owners.

145 Treasurer / Collector

Mission Statement:

Our mission in the Collector's Office is to provide excellent customer service to tax payers while protecting the interests of the town through diligent collection of all taxes due. The Treasury department is committed to depositing, balancing and accounting for all town funds quickly and correctly, cooperating with all other town departments to effectively manage cash receipts and expenses. As Treasurer, I am committed to ensuring that we are in compliance with State and Federal employment tax laws. We strive to maintain a reputation of integrity and excellence in everything we do.

Goals:

- Review 30B requirements for services used by the Tax Collector-Treasurer
- Go out to bid for bill printing services
- Focus on staff development and cross training
- Continue tailings process – advertising checks over \$100 in local paper
- Begin foreclosure proceedings on 5 – 10 more parcels in tax title

Description of Changes:

Personal Services

The Tax Collector-Treasurer's salary increase is based on FY17 2.5% COLA and assumed 1.5% COLA in FY18. The increase for the Administrative Assistant is due to step increase increases by the CWA Contract. The Asst. Treasurer and Asst. Collector are in the OPEIU contract and the changes reflect changes made to the collective bargaining agreement with the town.

Expenses

I have made some changes to the distribution of the expense line items in my budget to better reflect actual expenses. I have reduced the Legal Service – Tax Title budget to absorb the increases in the Postage and Contracted Services line items. The postage budget was level funded from FY16 to FY17 and was over budget by \$925 at the end of FY17, so I have increased that line item by \$1,000. The contracted services line item used to be solely for financial advisory fees and short term borrowing fees. Last year, we added Online Bill Pay fees and I used the services of a tax accounting specialist to provide support for payroll tax related questions. The Penalties and Interest account is used for the town to pay any interest charges stemming from unfavorable Appellate Tax Board decisions. These rulings are sporadic in nature and the Town will have to see additional funding if there are any judgements against the Town in FY18.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TREASURER/COLLECTOR	91,738.26	95,442.00	96,874.00	96,874.00	98,327.00	98,327.00	1.50%
ASSISTANT TREASURER & ASST COLLECTOR	126,614.11	130,989.00	135,112.00	135,112.00	137,139.00	137,908.00	3.15%
ADMIN SECRETARY	17,144.40	17,644.00	18,182.00	18,182.00	18,720.00	19,645.00	3.05%
ADDITIONAL COVERAGE	716.23	1,250.00	1,000.00	1,000.00	1,000.00	1,000.00	-20.00%
OVERTIME		558.00	558.00	-	558.00	558.00	-100.00%
LONGEVITY	4,200.00	4,300.00	4,300.00	4,300.00	4,300.00	4,300.00	0.00%
CATEGORY TOTAL	240,413.00	250,183.00	256,026.00	255,468.00	260,044.00	261,738.00	2.11%
EXPENSES							
LEGAL SERVICES - TAX TITLE	5,523.93	15,000.00	11,050.00	10,000.00	11,050.00	11,050.00	-33.33%
CONTRACTED SERVICES	6,236.75	2,850.00	5,800.00	4,800.00	5,800.00	5,800.00	68.42%
POSTAGE	22,425.42	21,500.00	22,500.00	22,500.00	22,500.00	22,500.00	4.65%
PRINTING SERVICES	4,759.74	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
OFFICE SUPPLIES	1,167.42	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
TRAVEL - MILEAGE	109.67	125.00	125.00	125.00	125.00	125.00	0.00%
MEETINGS & CONFERENCES	150.00	500.00	500.00	500.00	500.00	500.00	0.00%
DUES AND MEMBERSHIPS	100.00	180.00	180.00	180.00	180.00	180.00	0.00%
PENALTIES & INTEREST	-	5,000.00	5,000.00	-	5,000.00	5,000.00	-100.00%
PUBLIC EMPLOYEE BOND	1,325.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
ENCUMBRANCES	8,000.00						
CATEGORY TOTAL	49,797.93	53,155.00	53,155.00	46,105.00	53,155.00	53,155.00	-13.26%
DEPARTMENT TOTAL	290,210.93	303,338.00	309,181.00	301,573.00	313,199.00	314,893.00	-0.58%

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Treasurer/Collector	1.0	EXEM	96,874.00	600.00	97,474.00
Assistant Treasurer	1.0	OPEIU	72,951.00	1,100.00	74,051.00
Assistant Collector	1.0	OPEIU	62,161.00	2,600.00	64,761.00
Administrative Assistant	0.4	CWA	18,182.00	-	18,182.00
Additional Coverage	0.1		1,000.00		1,000.00
Total Personal Services	3.5		251,168.00	4,300.00	255,468.00

Programs & Services:**Collector's Functions-**

- 1.5 Full Time Employees perform this work.
- The Collector's Office bills and collects all taxes committed by the Board of Assessors.
- Properly balances and accounts for each tax payment, abatement, and refund.
- The tax office provides customer support to taxpayers, attorney's offices, tax service companies and mortgage companies.
- They also prove & record the cash and check turnovers for all town and school departmental receipts.

Treasurer's Office Functions:

- 1 Full Time Employee performs this work and also assists in with tax collections as needed.
- Provides support to all town & school departments through payroll and vendor warrant processing.
- Responsible for filing returns and paying all payroll tax obligations weekly.
- Distributing banking information to departments, handling voids and reissues.
- Processing W-2s and other quarter end and year end reports as needed.

The Tax Collector-Treasurer is a "hands on" manager, contributing to the daily work as required, providing direction and support to the staff in both offices. She is directly responsible for overseeing all the work of the department, bonding town debt, balancing bank statements monthly, transferring funds, balancing accounts with the Town Accountant monthly, tax title collection and recording, departmental expenses and budget management, contributes to the work of the Finance Team, Capital Planning Committee and serves the Board of Selectmen by providing information or expertise as needed.

Other Information:

RE Collections Snap Shot	2016	2015	2014	2013	2012
Committed	67,735,311	66,260,594	63,049,740	60,642,997	58,162,084
Abated	(264,087)	(366,113)	(223,110)	(278,415)	(242,978)
Collected in FY	(67,884,683)	(65,222,678)	(62,064,410)	(59,831,031)	(57,431,130)
Liens	(147,140)	(127,549)	(120,847)	(137,161)	(117,650)
Balance due on June 30th	439,401	544,253	638,373	396,391	370,326
Percent Uncollected	0.64%	0.82%	1.01%	0.65%	0.64%
<p>Fun Facts: Among other things, the Collector-Treasurer's office processes approximately 70,000 tax payments per year, handles over 2,000 departmental turnovers, reconciles over 60 bank accounts monthly, and processes payroll for over 1,000 employees in house.</p>					
Tax Liens on June 30th					
Accumulated *Lien Balance	980,388	890,274	758,817	759,859	590,433
<p><i>*Lien balances are made up of tax title (delinquent taxes) and tax deferral accounts. If a person qualifies for deferral, they are allowed to defer up to 50% of the value of their property. Unpaid balances are deferred until the homeowner sells or passes away. Deferrals made up \$278,886 of the lien balance on 6/30/16. One tax lien on a property which is the subject of pending litigation makes up 26% of the delinquent tax balance. Currently, there are four parcels in process for foreclosure. Their lien balance totals \$83,995.</i></p>					

Debt Balance June 30th	2016	2015	2014	2013	2012
<i>Long-Term Indebtedness: Within the General Debt Limit</i>					
Land Acquisition	2,423,000	3,144,000	3,840,000	4,526,000	5,186,000
Departmental Equipment	880,000	1,060,000	500,000	607,500	-
Sewers & Drains	280,000	380,000	480,000	625,000	780,000
Schools	19,580,000	21,940,000	23,745,000	26,195,000	28,090,000
Other Buildings	8,015,000	8,955,000	9,955,000	10,995,000	12,055,000
Architectural & Engineering	100,000	150,000	200,000	250,000	395,000
Total Within Gen Debt Limit	31,278,000	35,629,000	38,720,000	43,198,500	46,506,000
<i>Outside the General Debt Limit</i>					
Schools	5,340,000	6,735,000	7,970,000	9,285,000	10,640,000
Other Outside General	16,056	20,070	24,157	28,244	32,331
Water	9,502,966	10,565,738	11,526,660	12,494,907	11,262,796
Total Outside Gen Debt Limit	14,859,022	17,320,808	19,520,817	21,808,151	21,935,127
Total All Long Term Debt:	46,137,022	52,949,808	58,240,817	65,006,651	68,441,127

151 Legal Services**Mission Statement:**

To protect the Town's best interests regarding legal matters.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
LEGAL SERVICES - TOWN COUNSEL	290,782.11	204,400.00	200,000.00	200,000.00	200,000.00	200,000.00	-2.15%
LEGAL SERVICES - LABOR COUNSEL	59,527.75	50,000.00	65,000.00	65,000.00	65,000.00	65,000.00	30.00%
LEGAL SERVICES - SPECIAL COUNSEL		50,000.00					-100.00%
ENCUMBRANCES	690.00						
CATEGORY TOTAL	350,999.86	304,400.00	265,000.00	265,000.00	265,000.00	265,000.00	-12.94%
DEPARTMENT TOTAL	350,999.86	304,400.00	265,000.00	265,000.00	265,000.00	265,000.00	-12.94%

Description of Changes:

The FY18 Legal Services Labor Counsel budget is increased by \$15,000 in FY18. The Town currently has three labor contracts that expired on June 30, 2016 and another labor contract that expires on June 30, 2017.

152 Human Resources

Mission Statement:

- To recruit, retain and service a valued workforce that supports the mission, vision and values of the town.
- To contribute to the bottom line of the town by controlling costs through sound auditing practices, annual bidding of the benefits plans and HRIS controls.
- To foster a workplace that promotes employee feedback, open communication, personal accountability, teamwork, respectful interactions and quality services.

Goals:

- Update the Town of Westford's job descriptions.

Description of Changes:

Increases are due to cost of living increases, attrition, increased education reimbursements, and increased retirements from public service where psychological and comprehensive physicals are required for new hires.

Programs & Services:

The Human Resources Department works closely with the Town Manager, all departments, employees and retirees, and ensures compliance with state, federal and local personnel laws and regulations.

The Human Resources office continues to be very active providing guidance and support for the Town's personnel infrastructure and benefits for over 1,200 employees and approximately 500 retirees. The span of the Human Resources Department continues to grow with ever increasing shifts in managing all areas of subscriber enrollments to in-house via web-based technology, reporting requirements, mandates, complex issues, online submissions and tracking.

Some of the daily responsibilities include, fielding questions and assisting employees and retirees, working closely with Payroll/Accounting in administering union contract benefits and ensure compliance, leaves/absences and payments, benefit changes, FMLA leaves, workers comp and 111F administration (Police & Fire Accident Insurance), recruitment process, auditing and reconciling benefit bills, turnovers, HRIS changes, accruals, and processing PAFs (Personnel Action Forms).

Some of the areas the department is responsible for include:

- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Orientation
- Secure, coordinate and administer the benefits for over 3,092 subscribers to the health, dental, life, voluntary long term disability, voluntary short term disability, voluntary life insurance, and vision plans.
- ADA compliance as it relates to employment issues
- Staff development
- Evaluations
- Discipline
- Employee absences (illness, vacation, personal, authorized leaves)
- FMLA
- First Report of Injury
- Workers compensation
- Disability
- Terminations
- Workers' compensation reporting for town & school, federal reporting and surveys
- Retirement in conjunction with the Middlesex Retirement System & PERAC
- Flexible & premium spending accounts
- HRIS system
- Administration of the Employee Pay and Classification Plan; credible coverage notices
- Open enrollment
- Self-pay and COBRA payments
- Salary surveys
- Police & fire accident insurance (111F)
- HR website
- Medicare Part "D" reporting
- Medicare penalty payments
- Recruitment
- Union negotiations
- Policies and procedures
- Annual payroll rollover process
- Compensated absences
- Trainings
- Employee issues
- Town and school turnovers
- Monthly benefit withholding audits
- Payment of Town-wide health and benefit bills
- Maintaining all permanent personnel records
- Town and school Human Resource departments assist over 1,200 employees and 400 retirees.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
HUMAN RESOURCES DIRECTOR	96,801.65	101,718.00	103,244.00	103,244.00	104,792.00	104,792.00	1.50%
BENEFITS COORDINATOR	57,728.82	59,831.00	60,496.00	60,496.00	61,403.00	61,403.00	1.11%
ADMINISTRATIVE ASSISTANT	38,556.25	40,081.00	40,526.00	40,526.00	41,134.00	41,514.00	1.11%
LONGEVITY	2,170.00	2,371.00	2,370.00	2,370.00	2,620.00	2,620.00	-0.04%
CATEGORY TOTAL	195,256.72	204,001.00	206,636.00	206,636.00	209,949.00	210,329.00	1.29%
EXPENSES							
PRE-EMPLOY MEDICAL EXAM	3,941.50	7,000.00	7,000.00	5,000.00	7,000.00	7,000.00	-28.57%
OTHER CONTRACTED SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%
LEGAL ADVERTISING	3,040.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
OFFICE SUPPLIES	1,408.55	1,800.00	1,800.00	1,500.00	1,800.00	1,800.00	-16.67%
MEDICAL RELATED EXPENSES	15.00	500.00	500.00	500.00	500.00	500.00	0.00%
PROGRAMS & ACTIVITIES	4,835.43	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
PROFESSIONAL DEVELOPMENT	11,380.22	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.00%
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%
DUES & MEMBERSHIPS	1,685.90	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
ENCUMBRANCES	700.00						
CATEGORY TOTAL	27,006.60	32,200.00	32,200.00	29,900.00	32,200.00	32,200.00	-7.14%
COMPENSATION RESERVE	130,375.61	435,945.00	672,451.00	672,451.00	1,172,451.00	1,672,451.00	54.25%
TRANSFERS OUT		(202,245.99)					
DEPARTMENT TOTAL	352,638.93	469,900.01	911,287.00	908,987.00	1,414,600.00	1,914,980.00	93.44%

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Human Resources Director	1.0	EXEM	103,244.00	750.00	103,994.00
Benefits Coordinator	1.0	NON	60,496.00	750.00	61,246.00
Administrative Assistant	0.7	NON	40,526.00	870.00	41,396.00
Total Personal Services	2.7		204,266.00	2,370.00	206,636.00

Health Insurance:

The Town was able to secure the health insurance with Fallon Healthcare (Fallon) at a 5.5% premium rate increase for its PPO and HMO plans, along with a 10% increase on the Medicare supplemental plans. The PPO and HMO Select plans are actuarially equivalent. However, Fallon also offers additional plans which represent more options with reduced premiums. The first plan is Fallon “Select”. The “Select” plan most closely mirrors our former BCBS coverage and includes 99% of the current providers offered by BCBS. Next, Fallon “Direct” is more limited in terms of network options. However, if a member is diagnosed with a health condition while on the “Direct” plan, the member will have access to Boston hospitals through the “Direct Care Peace of Mind Program” for a second opinion, and then continued care at those Boston hospitals if the member so elects. Finally, “Steward” is a very limited plan in terms of network options. This plan is the lowest cost option and may be an appropriate choice for an employee with limited health care needs. Fallon also offers additional offerings such as \$200/\$400 fitness reimbursement, up to \$200 cash reward for completing the Health Assessment, \$5 copay for certain “over-the-counter” prescriptions such as Prilosec, Omeprazole, Prevacid, etc., cash incentives for receiving services at lower cost facilitates (Comparison of Care and Quality Program), and CVS Caremark 20% off CVS brand health related products.

Voluntary Ancillary Lines of Coverage Renewal:

The Town was able to secure a reduction on the dental premium of -3% with an increase of \$250 to the maximum benefit (\$1,250 to \$1,500) and the non-network \$50 deductible for preventive services was eliminated. Also, the Town was able to provide Long Term Disability at a rate hold, Short Term Disability at a -13% reduction, Voluntary Life at a -10% reduction, Voluntary Spouse Life at a -10% reduction, Town Life at a -33% reduction, and Retiree Life at a rate hold with an increase of \$500 dollars to the benefit (\$1,000 to \$1,500), and VSP (Vision plan) at a rate hold with an increase on the benefit maximum from \$130 to \$200 for frames/lenses/contacts/contact fittings.

155 Technology**Mission Statement:**

The mission of the Technology Department is to provide strategic direction on technology issues and to lead technology innovation initiatives, while responsibly managing the Town of Westford's technology systems and maintaining the highest level of reliable service to the community.

Goals:

- Continue the transformation of the Schools technology infrastructure to support their digital learning strategy
- Support continued roll out of One-to-World program at WA
- Look for opportunities to migrate applications to cloud infrastructure
- Continue implementation of information security programs in all departments

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TECHNOLOGY DIRECTOR	102,069.01	108,314.00	109,939.00	109,939.00	111,588.00	111,588.00	1.50%
GIS COORDINATOR	70,518.95	74,087.00	77,079.00	77,079.00	78,235.00	78,235.00	4.04%
COMPUTER TECHNICIAN	68,799.12	72,282.00	75,198.00	75,198.00	78,235.00	78,235.00	4.03%
APPLICATIONS MANAGER	80,252.19	80,957.00	84,225.00	84,225.00	87,626.00	87,626.00	4.04%
HELP DESK COORDINATOR	66,405.46	67,807.00	68,560.00	68,560.00	69,588.00	70,123.00	1.11%
SHARED PURCHASING	6,000.00	6,000.00					-100.00%
SHARED NETWORK ADMIN	6,952.00	6,952.00					-100.00%
LONGEVITY	2,050.00	2,050.00	2,050.00	2,050.00	2,050.00	2,650.00	0.00%
CATEGORY TOTAL	403,046.73	418,449.00	417,051.00	417,051.00	427,322.00	428,457.00	-0.33%

EXPENSES	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
ELECTRICITY	9,274.05	14,000.00	11,000.00	10,000.00	11,000.00	11,000.00	-28.57%
NATURAL GAS	450.04	1,000.00	1,000.00	600.00	1,000.00	1,000.00	-40.00%
WATER	172.14	200.00	200.00	200.00	200.00	200.00	0.00%
COPIER MACHINE LEASE	32,184.70	31,500.00	37,000.00	7,000.00	7,000.00	7,000.00	-77.78%
NETWORK SUPPORT	26,093.73	23,000.00	37,000.00	37,000.00	39,000.00	40,000.00	60.87%
DATA COMMUNICATIONS SERVICE	9,911.78	5,745.00	6,894.00	6,894.00	7,000.00	7,000.00	20.00%
PRINTER SUPPORT	3,455.73	500.00	2,000.00	2,000.00	2,000.00	2,000.00	300.00%
WORKSTATION SUPPORT	5,758.00	22,500.00	22,500.00	22,500.00	22,500.00	22,500.00	0.00%
SERVER SUPPORT	21,765.77	69,600.00	84,000.00	84,000.00	63,500.00	63,500.00	20.69%
TRAINING & DEVELOPMENT	1,881.00	5,000.00	2,500.00	2,500.00	2,500.00	2,500.00	-50.00%
MUNIS SOFTWARE SUPPORT	56,933.15	55,443.00	59,000.00	59,000.00	60,475.00	61,987.00	6.42%
CONTRACTED SERVICES	202,602.65	210,850.00	172,971.00	172,971.00	191,114.00	192,366.00	-17.96%
CONSULTING SERVICES	4,831.00	7,000.00	7,000.00	5,000.00	9,000.00	9,000.00	-28.57%
TELEPHONE	25,999.61	37,400.00	25,400.00	25,400.00	20,400.00	15,400.00	-32.09%
CELLULAR PHONES / MOBILE DATA	58,061.60	55,645.00	59,375.00	59,375.00	60,625.00	61,875.00	6.70%
PAGING SERVICES	1,146.42	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
OFFICE SUPPLIES	33,785.87	32,000.00	37,000.00	35,000.00	37,000.00	37,000.00	9.38%
HARDWARE SUPPLIES							
NETWORK HARDWARE	746.88	6,000.00	4,000.00	1,000.00	4,000.00	4,000.00	-83.33%
SERVER HARDWARE	824.56	6,000.00	3,000.00	1,000.00	3,000.00	3,000.00	-83.33%
WORKSTATION HARDWARE	4,616.18	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
IT SUPPLIES							
MILEAGE	2,127.40	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
MEETINGS & CONFERENCES	-	500.00	500.00	500.00	500.00	500.00	0.00%
BILL OF PRIOR YEAR ENCUMBRANCES	44,559.00						
CATEGORY TOTAL	547,181.26	592,083.00	580,540.00	540,140.00	550,014.00	550,028.00	-8.77%
DEPARTMENT TOTAL	950,227.99	1,010,532.00	997,591.00	957,191.00	977,336.00	978,485.00	-5.28%

Description of Changes:

The FY18 budget contains only minor changes from the FY17 budget.

1. The replacement for the Applications Manager is starting at a slightly lower salary. Also, longevity is reduced slightly.
**** Impact on 511545 – Applications Manager**
**** Impact on 515050 – Longevity**
2. The stipends for the shared purchasing and shared network admin have been moved to the Westford Public Schools budget.
3. During FY18 we will purchase copiers rather than lease them. The appropriation for the copiers is in the capital article at the March Annual Town Meeting. We have been asked to provide a color copier for the Town Clerk. Color copiers are more expensive to purchase and more expensive to run so in addition to a pro-rated increase from 12 to 15 units I have made additional allowance for the color device.
**** Impact on 527050 – Copier Machine Lease**
**** Impact on 542010 – Office Supplies**
4. Last year we delayed a capital project to replace a storage server in one of our data centers. This year I have requested a capital item to upgrade two server device updates to ‘catch up’ in our 4-year cycle. If that is not approved, or reduced to a single device update then we will have to pay increased maintenance costs on the older devices as more of them will be out of warranty. Despite this, the overall cost for this line item has reduced as we have eliminated some costly software and found cheaper alternative maintenance for some hardware.
**** Impact on 530490 – Server Support**
5. New contract for VMware support has reduced costs by more than \$10,000. Also transferred Microsoft agreement server costs (\$31,500) from 530920 to 530490.
**** Impact on 530490 – Server Support**
**** Impact on 530920 – Contracted Services**
6. Software Support costs have been incremented by around 2% depending on past history and I have simplified the % chargeback figures for WPS and Water. We have also made some savings by being more careful about licensed options in Cartegraph and EsriGIS. In FY19 and FY20 I have continued to project level costs for FirstClass although I hope to be in a position to abandon it by then. It will likely be replaced by something of at least equal cost however.
**** Impact on 530850 – MUNIS Software Support**
**** Impact on 530920 – Contracted Services**

We see some persistent trends such as:

- Stable or reduced spending on conventional telephone & data circuit charges and increased spending on mobile phones, smart-phones, mobile data and mobile devices.

- Increasing numbers of small, mobile devices being requested without a reduction in the number of fixed, office systems. Devices for use in vehicles and the urge for increased flexibility for working are driving this trend.
- The growing expectation that WiFi should be everywhere.
- Above inflation level increases for software support costs.

The continued roll out of the Digital Learning Plan in the schools drives a significant part of our work. Extensions to and intensification of our school WiFi networks has required changes beyond the realm of the devices themselves with new validation and support servers required. With the transfer of reporting responsibility for the school technicians to the Director of Technology the department now has a more formal role as second line support for them, and that relationship is like to continue to strengthen.

Programs & Services:**Networks (Wired and Wireless)**

- Municipal Network (WAN)
 - Maintain existing infrastructure
 - Plan and execute upgrades/updates
 - Monitor performance
 - Plan for recovery in the event of failures
- Building Networks (LANs)
 - Maintain existing infrastructure
 - Plan and execute upgrades and changes
- Internet Connection
 - Maintain various interconnects
 - Balance traffic for performance and to meet service levels

Workstations (End User Devices)

- Provide variety of devices depending on functions required
- Support devices (remote support and onsite)
- Manage asset inventory

Servers

- Provide fast, stable server environment for locally hosted applications.
- Manage storage capacity to accommodate growth
- Manage data backups and establish recovery procedures
- Manage the data centers

Telephony

- Manage the centralized VoIP telephone system
- Support existing telephone installations and assist with new ones

- Manage all town & school mobile phones (and Health Collaborative)
 - Billing recharge for Schools, Water and Collaborative

Software

- Version management and updates for centralized software
- Cross-billing for application support charges
- Administer the town website and Email systems
- Perform the lead role in maintaining the town website
- Lead projects to replace, upgrade or re-write software applications
- Develop custom web-based applications and utilities
- Provide reporting and data analysis tools
- Configure applications to meet local requirements

GIS

- Maintain the data in the town GIS system
- Create specialized maps for departments when needed
- Maintain the online mapping applications and published maps
- Assist with the integration of GIS into town departments to improve services or efficiency

Security/Administration

- Establish and promote information security standards for the town and schools
- Work with departments to ensure legal compliance with record retention and access control for information stored on computers
- Support the various public meetings with appropriate technology
- Identify and promote technology changes which would improve services or increase efficiency in town departments

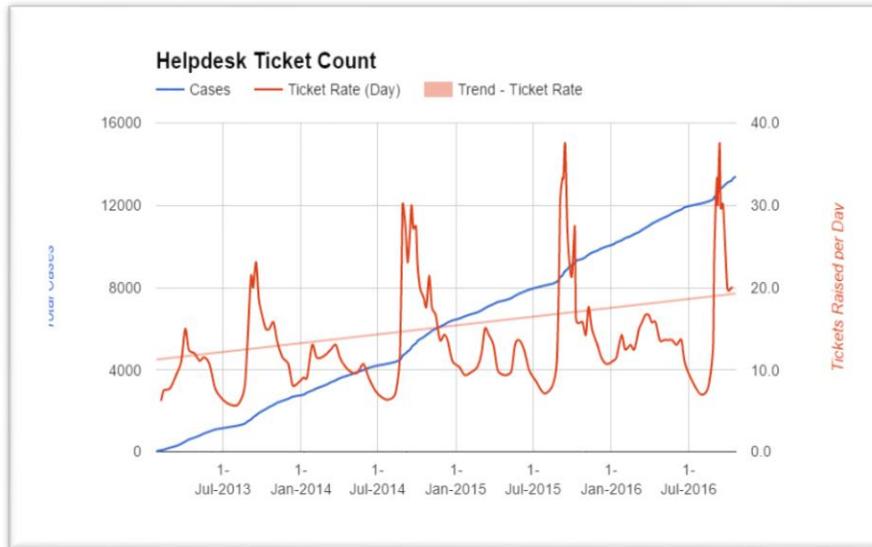
General

Here are the metrics for the fiscal year 2016 (shown with prior years for comparison).

Helpdesk

In January 2013 we implemented an online helpdesk system. To begin with this was just used by the town technology staff, but in March 2013 it was extended to include the school technicians as well. The system provides a web based ticket tracking system with email notices to users and technicians. It also now acts as our central asset register (for town and school), and to a lesser extent as a software register. Broadly speaking a ticket is raised for every issue that is not quickly fixed at first contact. However, it is in the nature of issues that some can be resolved in 10 minutes while others may take days. The following table shows the number of tickets raised per month.

Month	2013 Tickets	2014 Tickets	2015 Tickets	2016 Tickets
January	64	269	258	320
February	146	228	204	286
March	250	296	348	373
April	282	217	188	344
May	268	228	280	300
June	162	188	241	274
July	104	129	166	147
August	257	368	244	346
September	451	638	717	664
October	375	496	387	303*
November	234	302	333	
December	188	283	223	
	2,781	3,642	3,598	



Looking at the rate at which tickets are created it is very obvious that a major spike occurs in September when the schools return at the beginning of each academic year. This is to be expected because virtually all upgrades and reorganizations in the schools take place during the vacation and the staff are not on site to test things before the beginning of term.

Website Performance

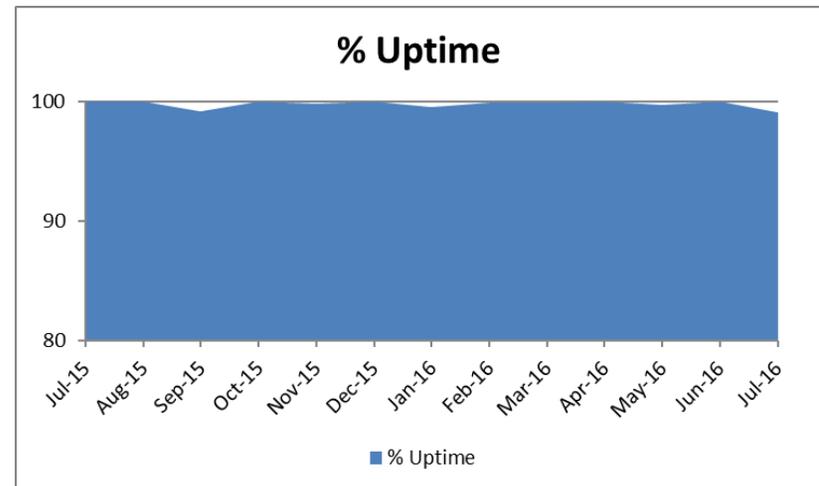
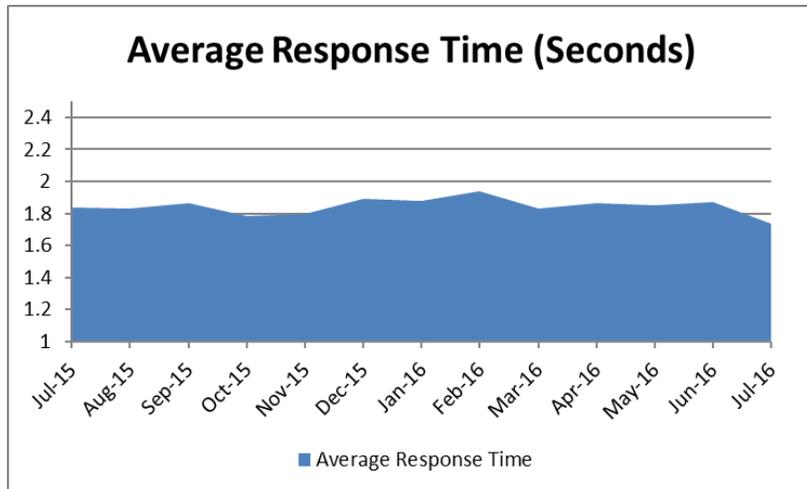
As well as our own internal monitoring system we use an external service to monitor several key IT systems. Presented here are the figures for the Town’s website westfordma.gov.

Response Times

The time taken to respond to a request for the town home page. All the month’s readings are averaged out.

Uptime

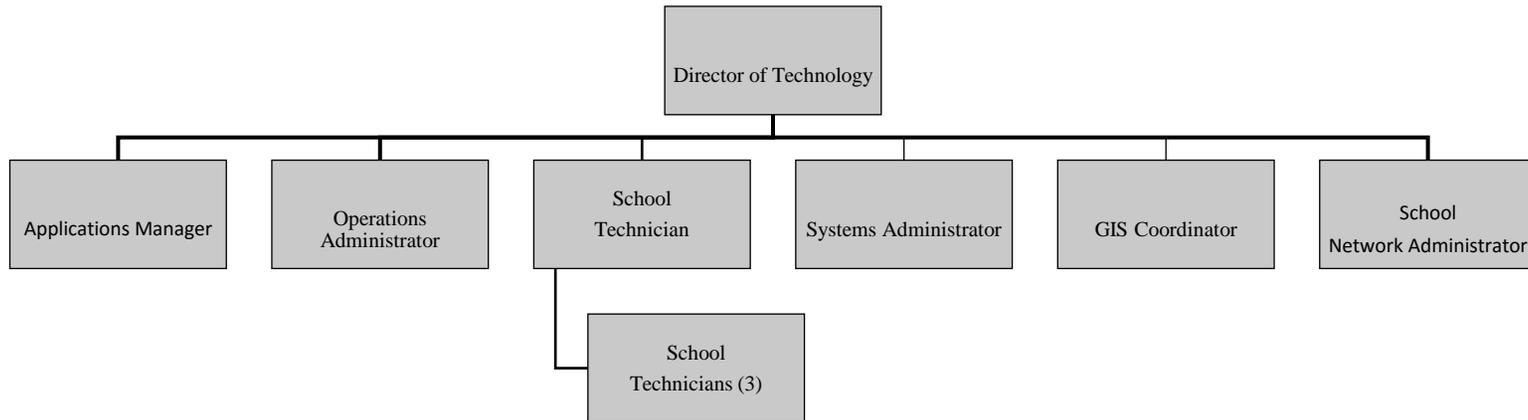
The percentage of the months’ tests where the site responds within 30 seconds.



Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	109,939.00	600.00	110,539.00
GIS Coordinator	1.0	OPEIU	77,079.00	600.00	77,679.00
Technician	1.0	OPEIU	75,198.00		75,198.00
Applications Manager	1.0	OPEIU	84,225.00		84,225.00
Help Desk Coordinator	1.0	OPEIU	68,560.00	850.00	69,410.00
Total Personal Services	5.0		415,001.00	2,050.00	417,051.00

Technology 2018



161 Town Clerk**Mission Statement:**

The Town Clerk's Office is committed to excellent customer service, responsible management of elections, stewardship of the Town's archives, and upholding the principles of open government by constantly improving access to the town's public records and information resources for Town residents.

Goals:

Elections: Continued streamlining of Election Officer training with Chelmsford to create a greater pool of Election Workers that we can share during elections.

Records Management: Continued implementation of records management program goals: Work with departments to develop detailed collections policies that will positively impact document workflow. Support the IT Director in selecting an improved electronic document management system and trusted digital repository for preservation of our electronic records

Description of Changes:

PERSONAL SERVICES

Election Worker and **Registrar** line items fluctuate from year to year with state primaries and elections. There are no fall elections scheduled in the 2018 fiscal year, which has resulted in a decrease in both personal services and election-related expenses.

EXPENSES

Increases in the dues / membership line item will cover the cost of membership to the Society of American Archivists (SAA). This organization supports the education and networking of those engaged in archives-related fields. In the world of electronic records and growing files in shrinking spaces, managing our collections, both paper and digital as we create them provides lays an important foundation for preserving them. The core values statement and code of ethics of the SAA is available here: http://www2.archivists.org/statements/saa-core-values-statement-and-code-of-ethics#core_values

Programs & Services:

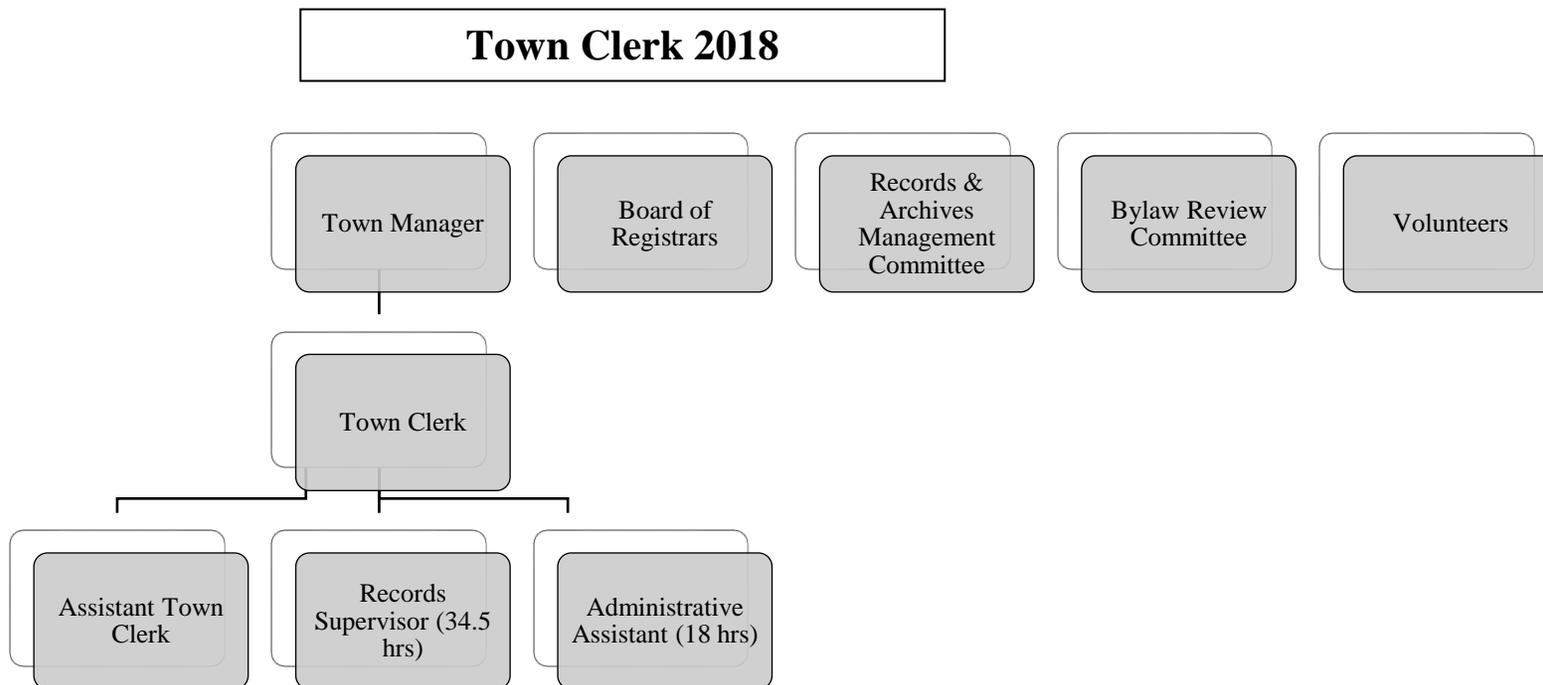
The Town Clerk's Office is charged with fulfilling many state and locally mandated programs and services while also serving residents and the general public as a gateway to local government. Our annual calendar of compliance includes annual census mailing and street list production; elections administration and voter data management; Town Meeting action management; Board and Committee data management, including ethics, open meeting law, and campaign finance report tracking; dog licensing; business certificate management; and flammable storage registration. The Assistant Town Clerk also services the Selectmen's office in the management of Selectmen's annual licenses, relating to alcohol, common victualler, innkeeper, automobile and automatic amusement licenses as well as Boards and Committees. On demand services include raffle permit issuance, certified copies of vital records, the sale of bulk stickers, white-goods stickers, trail maps and Roudenbush maps, assisting with the purchase of recycling toters, processing parking and other fines as well as fielding trash and recycling as well as other town-related calls.

Birth, death, and burial permit records are now processed entirely online. This centralized system increases overall efficiency of managing the recording of these events. This brings with it a higher expectation for quicker turnaround of certified copies but online requests allow us to balance our flow of work around the counter, phones and statutory obligations.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TOWN CLERK	84,439.98	87,850.00	89,167.00	89,167.00	90,505.00	90,505.00	1.50%
ASST TOWN CLERK	66,405.45	69,510.00	72,672.00	72,672.00	73,762.00	74,329.00	4.55%
RECORDS SUPERVISOR	47,243.16	50,595.00	50,430.00	50,430.00	50,430.00	50,851.00	-0.33%
ADMINISTRATIVE ASSISTANT	21,055.08	21,893.00	22,918.00	22,918.00	23,933.00	23,933.00	4.68%
ELECTION WORKERS	12,965.83	25,746.00	10,266.00	10,266.00	25,746.00	10,446.00	-60.13%
REGISTRARS	3,023.58	5,944.00	2,340.00	2,340.00	4,181.00	2,949.00	-60.63%
LONGEVITY	3,190.00	3,540.00	3,708.00	3,708.00	4,208.00	4,708.00	4.75%
CATEGORY TOTAL	238,323.08	265,078.00	251,501.00	251,501.00	272,765.00	257,721.00	-5.12%
EXPENSES							
CONTRACTED SERVICES	5,808.47						
POSTAGE	3,822.51	3,705.00	3,990.00	3,990.00	4,085.00	4,180.00	7.69%
ADVERTISING-LEGAL	-	600.00	600.00	600.00	600.00	600.00	0.00%
PRINTING SERVICES	3,322.55	4,600.00	4,600.00	4,000.00	4,600.00	4,600.00	-13.04%
RECORDS PRESERVATION	181.10	500.00	500.00	500.00	500.00	500.00	0.00%
OFFICE SUPPLIES	812.69	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
ELECTION RELATED SUPPIES & SERVICES	1,051.98	10,075.00	7,175.00	7,175.00	10,075.00	8,725.00	-28.78%
TRAVEL - MILEAGE	2,369.40	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
MEETINGS & CONFERENCES	386.00	1,226.00	1,750.00	1,750.00	1,800.00	1,800.00	42.74%
DUES & MEMBERSHIPS	798.12	879.00	1,130.00	1,130.00	1,130.00	1,130.00	28.56%
ENCUMBRANCES	2,550.00						
CATEGORY TOTAL	21,102.82	23,585.00	21,745.00	21,145.00	24,790.00	23,535.00	-10.35%
DEPARTMENT TOTAL	259,425.90	288,663.00	273,246.00	272,646.00	297,555.00	281,256.00	-5.55%

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	89,167.00	1,100.00	90,267.00
Assistant Town Clerk	1.0	OPEIU	72,672.00	1,100.00	73,772.00
Records Supervisor	0.9	CWA	50,430.00	1,100.00	51,530.00
Administrative Assistant	0.5	CWA	22,918.00	408.00	23,326.00
Election Workers			10,266.00		10,266.00
Registrars			2,340.00		2,340.00
Total Personal Services	3.4		247,793.00	3,708.00	251,501.00



Other Metrics:**At the Counter**

The Town Clerk's office issues several types of licenses some of which expire with the calendar year; here they are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last few years are listed below.

Item	FY2012	FY2013	FY2014	FY2015	FY2016	Notes
Bulk Stickers	1,807	1,954	2,070	2,478	3193	
Business Certificates	124	121	148	138	119	
Dog licenses	2,481	2,030 (Sept)	2513	2075	2626	Calendar year
Flammable Storage Registration	38	41	41	36	41	Calendar Year
Marriage Licenses	59	60	53	68	87	Calendar Year
Notarizations	475	578	502	469	743	
Raffle Permits	13	10	8	7	8	
Certified Copies of Vital Records	1,108	1,180	1,088	1117	1276	

Selectmen's Annual Licensing

Alongside her duties as Assistant Town Clerk, Patty Dubey provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2011	2012	2013	2014	2015	2016
All Alcohol Club	7	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	7	7
All Alcohol Innholder	2	2	2	2	2	2
All Alcohol Restaurant	16	17	21	21	21	21
Beer & Wine Package Store	3	4	5	5	5	5
Beer & Wine Restaurant	2	1	1	3	3	3
Common Victualler	44	44	57	57	58	54
Automatic Amusement	102	97	90	90	90	90
Class I New Car			1	1	1	1
Class II Used Car	9	9	9	10	10	9
Class III Junk Car	0	1	1	0	1	1

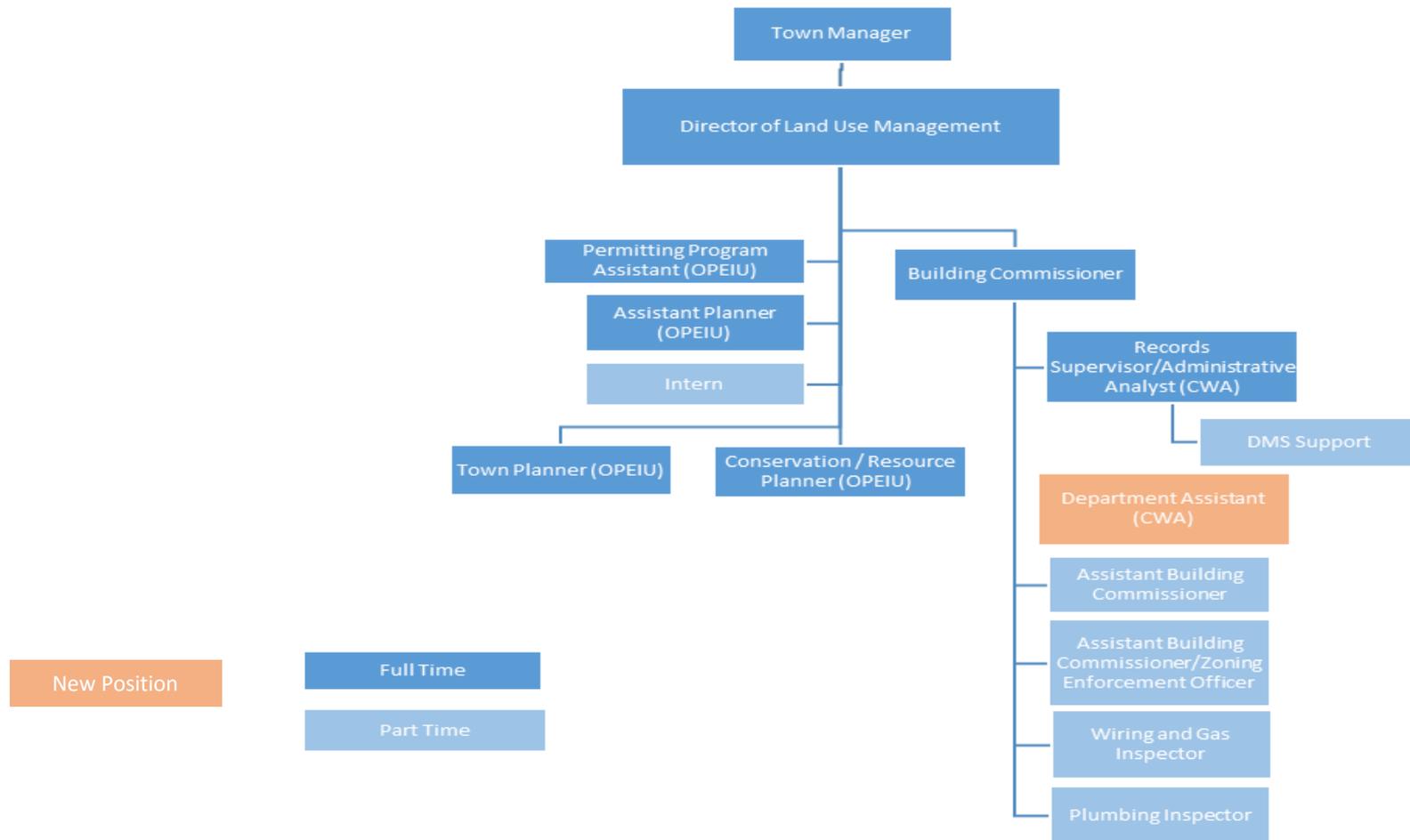
RECORDS & ARCHIVES MANAGEMENT

Work continues in processing and scanning a considerable backlog of Planning and Zoning files thanks to a Community Preservation Grant. We continue to benefit from the highly detailed work of Archivist Kathy Deschenes. To date, 28 linear feet of space has been made available for storage by digitizing and then disposing of older Planning and Zoning packets and organizing project files. A considerable collection of Conservation files has also been processed and prepared for scanning, saving an additional 8 linear feet of space.

ArchivesSpace has become a valuable collections management tool, allowing us to quantify and share information about our archives through the creation of finding aids.

170 Permitting

Land Use and Permitting Departments 2018



The Permitting staff includes the Director of Land Use Management (DLUM) and Permitting Program Assistant who provide a high level of customer service to applicants, boards, committees and other departments. The DLUM is a “hands-on” manager who oversees the Planning, Conservation, Zoning and Building Departments, which in turn support several Boards and Commissions: Planning Board, Zoning Board of Appeals and Conservation Commission. These Boards and Commissions and the Building Department review land use permits, building permits, inspect development sites and buildings, and enforce state and local wetland regulations and local zoning regulations. The DLUM is the single point of contact for new businesses and developers who want to develop lands in the Town. DLUM also coordinates with several public-private regional efforts, such as the 495 MetroWest Partnership, CrossTown Connect, and Middlesex 3. The DLUM is often involved with Town Counsel on issues ranging from potential and actual litigation matters related to permit approvals, land acquisition, and enforcement of conditions of approvals or other restrictions. The DLUM supports the Town Manager and the Board of Selectmen on land acquisition activities, including lands where the Town analyzes its “right of first refusal” to purchase property.

Permitting staff supports, manages and staffs a number of standing committees including: Master Plan Implementation Committee, Economic Development Committee, Affordable Housing Committee, Affordable Housing Trust Fund, Pedestrian Safety, and the Historical Commission.



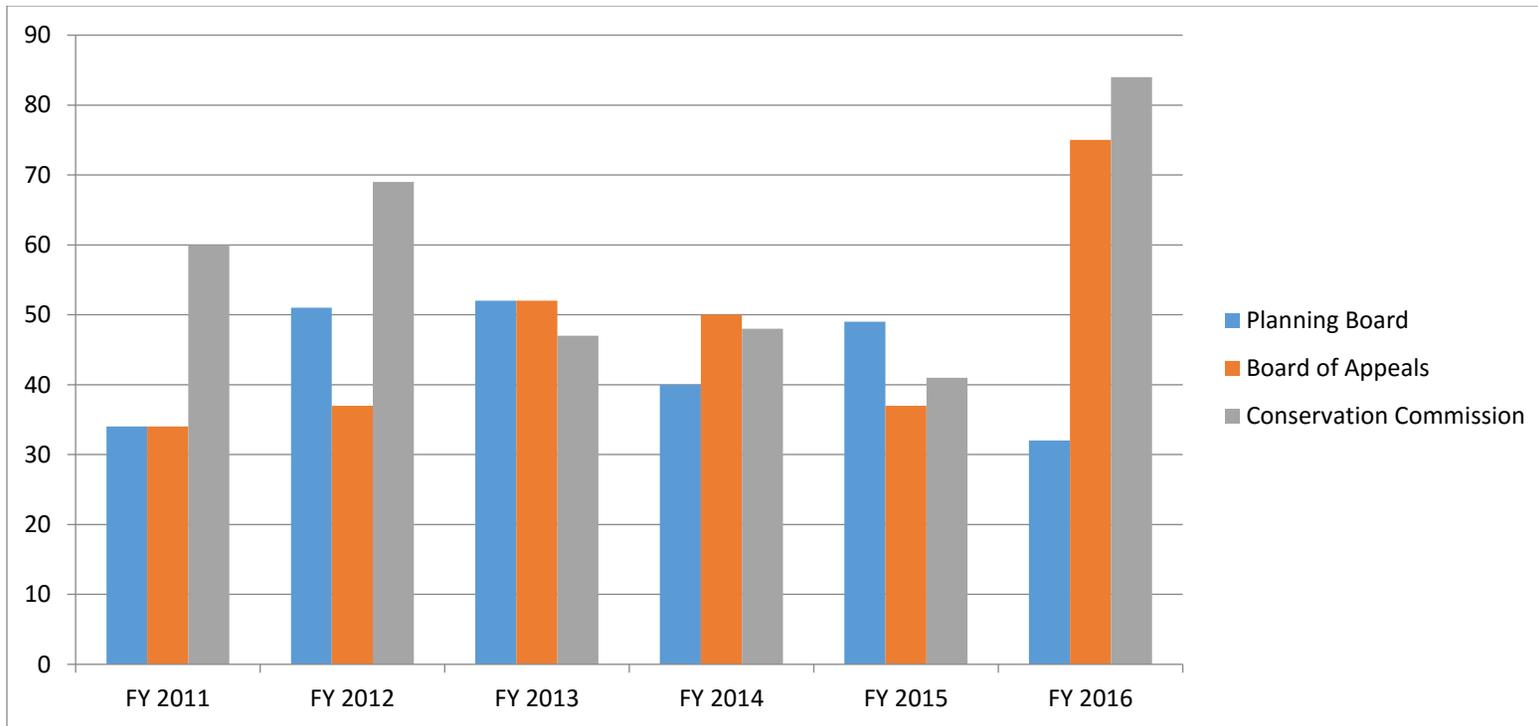
The DLUM, Town Planner, Assistant Planner and Conservation / Resource Planner also support ad hoc efforts such as the 12 North Main Street Task Force, Open Space and Recreation Master Plan, Town Center Parking Study, Drew Gardens Task Force and Task Forces investigating possible purchase of lands currently in Chapter 61. Implementation of the town’s Master Plan is a priority as are implementation of other adopted land use reports and studies. In 2016, the DLUM managed two planning projects, creation of the 2017 – 2021 Housing Production Plan and the Community Conversation related to Multi-Family Zoning along Route 110, which implements the 20098 Master Plan. This department is a resource for interdepartmental efforts such as Strategic Planning Retreats, joint management of Town owned lands and facilities, a key participant in Economic Development planning and implementation, and conducting public outreach and participation. The permitting and land use department is also involved in responding to litigation related to appeals of local permits and other legal matters related to enforcement of regulations and restrictions. The Permitting Program Assistant manages and tracks a variety of financial accounts such as the

Affordable Housing Trust Fund, Developer Bonds and Peer Review Escrow accounts, development mitigation accounts and Planning, Zoning and Conservation permitting fees.

Goals:

- 1) Creative management of staff in the Planning, Zoning, Conservation and Building Departments in order to **provide high quality services to the public and to our customers in a busy work environment** and ensure that staff have the tools they need to handle the high volume of permits and ad hoc requests;
- 2) **Improve the transparency** of the Boards and Commissions by making improvements to their web pages and uploading protocols;
- 3) **Improve tracking and enforcement** of land use matters (including zoning enforcement, coordination for conditions of approval, and town owned land management);
- 4) Continue the **review of Master Plan action items** and initiate work on certain Master Plan Action Items presented to staff, Boards and Committees in FY 18 for review and feedback;
- 5) Continue participation in **multi-town regional efforts** such as Middlesex 3 to increase opportunities for the Town's businesses and residents, especially related to alternative transportation measures; and
- 6) Work with each Board to **actively address policy priorities** such as amendments to zoning bylaws that are achievable with limited staff and/or find resources to hire consultants to address the priorities. These projects may include improvements to bylaws or multi-disciplinary efforts, such as implement the Stormwater Master Plan, create a transportation mitigation system, and address the Master Plan action items.

Summary of Permit Activity for Land Use and Permitting Departments

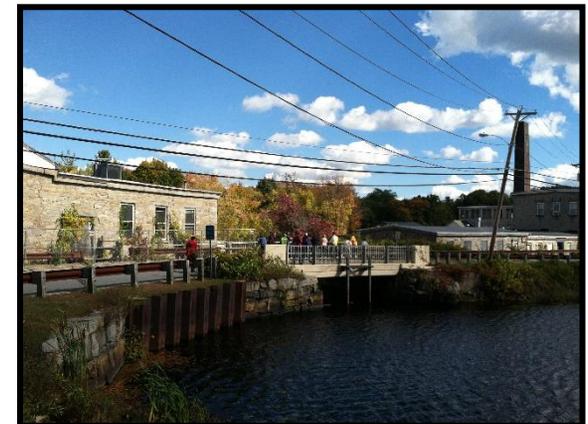


Note – permits vary widely in complexity and amount of work required to process. For example, the Asphalt Plant Remand hearings in 2015 count as one permit application for Planning Board and one for the ZBA, yet they represent hundreds of staff hours.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
ASSISTANT PLANNER	44,416.10	38,075.00	48,250.00	48,250.00	50,199.00	50,199.00	26.72%
DIRECTOR LAND USE MANAGEMENT	100,582.90	106,214.00	107,807.00	107,807.00	109,424.00	109,424.00	1.50%
PERMITTING PROGRAM ASST	55,954.69	59,064.00	62,161.00	62,161.00	63,094.00	63,579.00	5.24%
INTERN / DMS SUPPORT	5,159.76	4,969.00					-100.00%
LONGEVITY	500.00	600.00	600.00	600.00	600.00	600.00	0.00%
CATEGORY TOTAL	206,613.45	208,922.00	218,818.00	218,818.00	223,317.00	223,802.00	4.74%
EXPENSES							
CONTRACTED SERVICES	35,369.00	35,830.00	39,800.00	35,830.00	39,800.00	39,800.00	0.00%
OFFICE SUPPLIES	3,125.39	3,000.00	3,200.00	3,200.00	3,200.00	3,200.00	6.67%
TRAVEL-MILEAGE	1,582.70	1,560.00	1,560.00	1,560.00	1,560.00	1,560.00	0.00%
MEETINGS & CONFERENCES	997.55	500.00	600.00	600.00	600.00	600.00	20.00%
DUES AND MEMBERSHIPS	1,008.12	985.00	1,000.00	1,000.00	1,000.00	1,000.00	1.52%
ENCUMBRANCES							
CATEGORY TOTAL	42,082.76	41,875.00	46,160.00	42,190.00	46,160.00	46,160.00	0.75%
DEPARTMENT TOTAL	248,696.21	250,797.00	264,978.00	261,008.00	269,477.00	269,962.00	4.07%

Description of Changes:

In FY 17 the department expects to receive three comprehensive Permits totaling almost 500 housing units along Route 110. This unprecedented level of multi-family development will strain the departments resources, which are already stretched thin. We also expect at least one residential subdivision to be submitted for over 30 units. The FY 18 Budget included a request for a new full time employee “Department Assistant” which would be under the Building Department. Also, that staff person would also provide administrative assistance to the Conservation / Resource Planner and relieve the Permitting Program Assistant of dealing with the large volume of phone calls related to scheduling building permit inspections. That position would provide some needed redundancy which provides coverage in the event of medical leave, and/or vacations.



Programs & Services:*Director of Land Use Management*

1. Manages and coordinates staff resources for Planning Board, Building Permits and inspections, Wetland Protection Act, enforcement and follow up on conditions of approval and participates in complex multi-departmental projects. The DLUM prepares overall department budget, staff evaluations and mentors staff.
2. Prepares materials for the MPIC, Board of Selectmen, and other Committees on an as needed basis. Examples include create and prepare Protocols for Chapter 61 properties, Drop Box Regulations, and coordination with property owners and developers relating to negotiations of development agreements, Tax Increment Financing (TIF).
3. Works with Legal Counsel on various litigation matters including trainings to prevent litigation, trial preparation, and settlement negotiations.
4. Oversees public records requests and improve public access to documents.
5. Coordinates activities with Affordable Housing committee and Trust.
6. Provides financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund.
7. 2015 Policy Priorities Assigned by Town Manager / Board of Selectmen
 - a) Economic development committee, continued work on Community Transportation Management.
 - b) Participate in 12 North Main Street clean up and redevelopment studies.
 - c) Participate in multi department review of maintenance of public properties.
 - d) Primary responsibility for crafting and implementing the policy/procedures related to properties where Town has a Right of First Refusal (Chapter 61 and APR lands).

Permitting / Program Assistant

1. Administrative support to Planning, Conservation, Zoning and Permitting personnel
 - a) Coordinate payment of invoices and accounting in QuickBooks for approximately 24 Conservation, Planning and Zoning developer escrow accounts containing more than \$100,000.
 - b) Maintain multiple QuickBooks accounts, tracking, reporting, release and closeout of approximately 22 Planning and Zoning developer performance bonds containing more than \$450,000.
 - c) Pay invoices and manage accounting information in QuickBooks for the Affordable Housing Trust Fund.
 - d) Provide support to Building Department Records Specialist, including answering the phone, scheduling inspections, and staffing the building department customers at the counter.
 - e) Prepare and maintain procedural checklist for Planning and Zoning Board permits, complete filings for Planning, Zoning and Conservation.

- f) Meeting packet preparation for Planning Board, Conservation Commission and Board of Appeals (~5 packets/month), and other Committees as directed.

Assistant Planner

1. Support Town Planner and Conservation / Resource Planner to create and administer filings, legal notices, pre-application meetings with applicants, site visits, and other work as needed.
2. Prepare minutes for Conservation Commission (2 meetings per month).

Personnel:

No changes in FY 18, although proposed new position in Building Department (241) is crucial to reduce the amount of time spent by the Permitting Program Assistant who currently spends approximately 30-40% of her time serving building department customers.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director of Land Use Management	1.0	EXEM	107,807.00	600.00	108,407.00
Asst. Planner	0.6	OPEIU	48,250.00		48,250.00
Permitting Program Asst	1.0	OPEIU	62,161.00		62,161.00
Total Personal Services	2.6		218,218.00	600.00	218,818.00

171 Conservation**Mission Statement:**

The Conservation Commission's chief responsibilities are administering the state's Wetlands Protection Act and Westford's Non-Zoning Wetland Bylaw. The Commission serves the town in a regulatory capacity, as well as a conservation capacity, reviewing activities in or near wetlands to protect the important benefits and resource values provided by wetlands and their adjacent upland habitats. The Commission has the care and custody of 2,066 acres of open space land owned by the town, and is also responsible for monitoring over 1,700 acres of private land protected by Conservation Restrictions. The Commission manages buildings and associated facilities at East Boston Camps located on the Stony Brook Conservation land and at the Hill Orchard located on Hunt Road.

Goals for FY 2018

- Bring high level of professional work to the Land Use and Permitting Department.
- Working with Coordinator to make improvements to East Boston Camp facilities at Stony Brook Conservation Lands.
- Develop and implement program of tracking wetland projects to reduce number of projects not receiving Certificates of Compliance.
- Implement action items identified in the updated Open Space and Recreation Plan.
- Continue to monitor Conservation Restrictions and town owned lands with assistance of contractor.
- Improve the review process to make sure certificates of compliance are obtained in a timely manner.
- Reduce the amount of filing space required in Town Hall for Conservation Commission files, which is part of a larger effort to reduce redundant materials in permanent land use files.

Description of Changes:

East Boston Camp "Coordinator" position has been in place since the middle of FY 16. FY 17 sees the funding restored from operating budget for the position. Using funds from the Wetlands Receipts Reserved, the Town hired a temporary part time worker to assist the Conservation / Resource Planner with administrative duties to review expired files where Certificates of Compliance have not been obtained. The budget for FY18 includes a portion of a new FTE position which is to be shared with the Building Department. Approximately one-third of the new FTE is to assist the Conservation / Resource Planner with file intake, maintenance and management of Orders of Conditions, including the final "close out" of the files.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
CONSERVATION COORDINATOR	78,982.00	82,980.00	86,331.00	86,331.00	87,626.00	87,626.00	4.04%
WETLAND ASSISTANT	-		15,600.00		15,760.00	15,918.00	
LONGEVITY						600.00	
CATEGORY TOTAL	78,982.00	82,980.00	101,931.00	86,331.00	103,386.00	104,144.00	4.04%
EXPENSES							
CONTRACTED CLERICAL SERVICES			5,000.00		5,000.00	5,000.00	
CONSULTING SERVICES	4,225.00	2,000.00					-100.00%
OTHER PURCHASED SERVICES	418.55	300.00	300.00	300.00	300.00	300.00	0.00%
OFFICE EQUIPMENT		100.00	100.00		100.00	100.00	-100.00%
CONSERVATION SUPPLIES	92.27			100.00			
TRAVEL - MILEAGE	274.70	600.00	600.00	600.00	600.00	600.00	0.00%
MEETINGS & CONFERENCES	468.03	350.00	500.00	500.00	500.00	500.00	42.86%
DUES AND MEMBERSHIPS	739.00	710.00	750.00	750.00	750.00	750.00	5.63%
ENCUMBRANCES							
CATEGORY TOTAL	6,217.55	4,060.00	7,250.00	2,250.00	7,250.00	7,250.00	-44.58%
DEPARTMENT TOTAL	85,199.55	87,040.00	109,181.00	88,581.00	110,636.00	111,394.00	1.77%

Programs & Services:

1. Support Conservation Commission by providing draft decisions and regulatory documents.
2. Issue permits pursuant to MA Wetlands Protection Act and Westford Non-zoning Bylaw.
3. Enforce MA Wetlands Protection Act and Westford Non-zoning Bylaw and associated regulations.
4. Review and approve building permits for compliance with MA Wetlands Protection Act and Westford Non-zoning Bylaw.
5. Provide technical review of projects brought to other town boards and committees related to MA Wetlands Protection Act and Westford Non-zoning Bylaw, as well as association to open spaces and conserved land.
6. Through contract, provide new Conservation Restrictions and improve Town Owned Lands tracking.
7. Assist with the permanent conservation of land through a variety of tools including acquisitions, gifts, and restrictions.
8. Manage conservation properties and oversee contracted services at East Boston Camps, Day land and Hill Orchard.
9. Work with Permitting/Program Assistant and Assistant Planner to provide customer service.
10. When opportunities for open space land acquisition arise provide professional advice and follow through.

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipend	Total
Conservation Coordinator	1.0	OPEIU	86,331.00	-	-	86,331.00
Total Personal Services	1.0		86,331.00	-	-	86,331.00

175 Planning Board**Mission Statement:**

The Town Planner provides a high level of services to two boards: The Planning Board and the Zoning Board of Appeals. Each of these boards hears applications and reviews public policies related to development and land management. Applicants rely on the Planner to assist them through the process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Planner advises on matters of public policy, coordinates closely with other departments in development review and follow up to make sure that conditions of approval are followed. The Planner hosts regular technical review meetings as a mechanism to insure interdepartmental coordination and open discussion amongst other departments.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TOWN PLANNER	78,981.99	82,980.00	86,331.00	86,331.00	87,626.00	87,626.00	4.04%
LONGEVITY			600.00	600.00	600.00	600.00	
CATEGORY TOTAL	78,981.99	82,980.00	86,931.00	86,931.00	88,226.00	88,226.00	4.76%
EXPENSES							
CONTRACTED CLERICAL SERVICES	3,675.00	4,375.00	5,000.00	4,440.00	5,000.00	5,000.00	1.49%
ADVERTISING - LEGAL	277.92	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
PRINTING SERVICES			1,000.00		1,000.00	1,000.00	
REGISTRY EXPENSES	125.00	75.00	150.00	150.00	150.00	150.00	100.00%
BOOKS & SUBSCRIPTIONS	281.06	600.00	600.00	600.00	600.00	600.00	0.00%
PLANNING STUDIES		12,500.00	12,500.00	5,000.00	15,000.00	15,000.00	-60.00%
TRAVEL-MILEAGE	151.49	150.00	150.00	150.00	150.00	150.00	0.00%
MEETINGS & CONFERENCES	2,346.07	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
DUES & MEMBERSHIPS	260.00	245.00	265.00	265.00	265.00	265.00	8.16%
ENCUMBRANCES							
CATEGORY TOTAL	7,116.54	20,045.00	21,765.00	12,705.00	24,265.00	24,265.00	-36.62%
DEPARTMENT TOTAL	86,098.53	103,025.00	108,696.00	99,636.00	112,491.00	112,491.00	-3.29%

Goals for FY 2018

- Review for possible amendments - Subdivision roadway standards.
- Work with Town Planner and Town Treasurer to transfer all accounting to QuickBooks

Description of Changes:

The resolution of the Asphalt Plant litigation is unknown at the time of preparing the Budget for FY18, but if the plant is constructed it will entail a significant workload for the Planning Department. If the project continues in litigation, the Town Planner and Director of Land Use Management may need to respond to requests for discoveries. The Planning Department continues to benefit from the addition of a part-time Assistant Planner in the Permitting Department to allow more of the Town Planner's time to be spent supporting Boards and Committees, and policy initiatives such as Master Plan implementation.

Programs & Services:

1. Sign off on issuance of building permits upon compliance with permit conditions.
2. Lead and facilitate Technical Review meetings for departments involved in permitting or reviews of new development.
3. Dedicated support to Planning Board.
4. Coordination of construction inspection with Engineering and other Town Departments.
6. Occasional memos and staff reports to the Board of Selectmen; permitting coordination with Building Department; sign permit reviews.
7. Professional and procedural work related to Board and citizen-proposed zoning amendments.
8. Litigation support to Town Counsel.
9. Compliance with public records requests and open meeting laws.
10. Contribution to public policy initiatives through staff support and drafting, community outreach relative to Zoning Bylaw Amendments.
11. As-needed support to Board of Selectmen, Historical Commission.

Personnel

Position	FTE	Unit	Salary	Longevity	Total
Town Planner	1.0	OPEIU	86,331.00	600.00	86,931.00
Total Personal Services	1.0		86,331.00	600.00	86,931.00

176 Zoning Board of Appeals

Mission Statement:

The Board of Appeals strives to provide timely and efficient permitting to applicants who seek relief from the Zoning Bylaw and to provide fair and open reviews of affordable housing projects (40B projects also known as Comprehensive Permits). The Board is diligent in making sure that applicants follow through on permit conditions and commitments. The Board also has approval authority over cell towers which include a controversial application that was filed in the summer of 2016.

Goals for FY 2018

Continue to provide service to residents and Board to process applications in a timely manner with a high degree of professionalism. Deal with multiple 40B applications and decisions of the Board of Appeals.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
CONTRACTUAL CLERICAL SERVICES	1,925.00	2,100.00	2,400.00	2,220.00	2,400.00	2,400.00	5.71%
MEETINGS & CONFERENCES	-	175.00	175.00	175.00	175.00	175.00	0.00%
ENCUMBRANCES	175.00						
CATEGORY TOTAL	2,100.00	2,275.00	2,575.00	2,395.00	2,575.00	2,575.00	5.27%
DEPARTMENT TOTAL	2,100.00	2,275.00	2,575.00	2,395.00	2,575.00	2,575.00	5.27%

Description of Changes

No changes anticipated in FY17 other than increased work burden related to the expected three Comprehensive Permits (40Bs). A grant from MassHousing Partnership may be sought to provide consulting assistance for these projects.

Programs & Services:

The Board of Appeals meets monthly to review applications for relief from the standards and provisions of the Zoning Bylaw and for certain Special Permits such as Accessory Dwelling Units. They also are the Special Permit Granting Authority for all wireless telecommunications facility applications and Comprehensive Permits (40B).

192 Town Hall

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
ADDITIONAL COVERAGE	1,453.62	-	1,500.00	1,500.00	1,500.00	1,500.00	
CUSTODIANS	37,815.86	37,600.00	37,816.00	37,816.00	37,816.00	37,816.00	0.57%
OVERTIME	2,058.90	4,000.00	4,000.00	3,000.00	4,000.00	4,000.00	-25.00%
LONGEVITY	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
CATEGORY TOTAL	42,428.38	42,700.00	44,416.00	43,416.00	44,416.00	44,416.00	1.68%
EXPENSES							
CLOTHING ALLOWANCE	540.00	740.00	540.00	540.00	540.00	540.00	-27.03%
ELECTRICITY	18,482.72	25,602.00	24,500.00	19,000.00	24,500.00	24,500.00	-25.79%
HEATING FUEL	3,844.18	6,504.00	6,000.00	4,400.00	6,000.00	6,000.00	-32.35%
WATER	1,866.16	1,650.00	1,900.00	1,900.00	1,900.00	1,900.00	15.15%
BUILDING MAINTENANCE	9,261.22	10,000.00	9,000.00	9,000.00	9,000.00	9,000.00	-10.00%
GROUNDS MAINTENANCE	-	2,500.00	1,000.00	1,000.00	1,000.00	1,000.00	-60.00%
VEHICLE MAINTENANCE	895.44	1,000.00	900.00	900.00	900.00	900.00	-10.00%
EQUIPMENT MAINTENANCE	960.47	3,000.00	3,000.00	1,000.00	3,000.00	3,000.00	-66.67%
OFFICE EQUIPMENT MAINTENANCE		750.00	500.00	500.00	500.00	500.00	-33.33%
BLDG MAINT SVCS - HVAC	2,291.00	6,000.00	6,000.00	4,000.00	6,000.00	6,000.00	-33.33%
BLD MAINT SVCS - GENERATOR & ELECTRIC	621.40	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
BLDG MAINT SVCS - ELEVATOR	8,700.50	2,000.00	2,000.00	4,000.00	2,000.00	2,000.00	100.00%
BLD MAINT SVCS - FIRE/ALARM	3,361.64	2,000.00	2,000.00	3,000.00	2,000.00	2,000.00	50.00%
POSTAGE METER RENTAL	2,389.90	2,389.00	2,389.00	2,389.00	2,389.00	2,389.00	0.00%
POSTAGE	17,880.74	16,000.00	18,000.00	18,000.00	18,000.00	18,000.00	12.50%
GASOLINE	365.75	800.00	500.00	800.00	800.00	800.00	0.00%
COPIER SUPPLIES	4,965.74	5,100.00	5,100.00	5,100.00	5,100.00	5,100.00	0.00%
BULDING MAINTENANCE SUPPLIES	22.91						
CUSTODIAL/CLEANING SUPPLIES	1,934.01	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
BOTTLED WATER	872.76	450.00	900.00	900.00	900.00	900.00	100.00%
ENCUMBRANCES	1,181.00						
CATEGORY TOTAL	80,437.54	89,585.00	87,329.00	79,529.00	87,629.00	87,629.00	-11.23%
DEPARTMENT TOTAL	122,865.92	132,285.00	131,745.00	122,945.00	132,045.00	132,045.00	-7.06%

Description of Changes:

- Overall, the Town Hall budget was reduced by 7.06% from FY17, with the bulk of the savings from the electricity account.

Programs & Services:

The following departments are located in Town Hall: Town Manager, Finance, Town Accountant, Assessors, Treasurer/Collector, Human Resources, Town Clerk, Permitting, Conservation, Planning, Building, and the Board of Health. The Town Hall also contains the archive center and vault for official town records.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Custodian	0.8	CWA	37,816.00	1,100.00	38,916.00
Overtime			3,000.00		3,000.00
Additional Coverage			1,500.00		1,500.00
Total Personal Services	0.8		42,316.00	1,100.00	43,416.00

Other Information:

The Town Hall is open Monday through Friday from 8 AM to 4 PM.

199 Public Buildings & Properties Maintenance

Mission Statement: The mission of the Public Buildings and Properties Maintenance budget is to support the preservation of town facilities and prevent costly repairs through proactive planning and cost-effective use of public resources.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
PROJECT INSPECTOR - FACILITIES TECH	35,690.28	37,971.00	38,540.00	38,540.00	39,118.00	39,118.00	1.50%
OPM STIPEND	6,040.74	7,830.00	7,830.00	-	7,830.00	7,830.00	-100.00%
CUSTODIAN	9,364.16	9,437.00	9,363.00	9,363.00	9,363.00	9,363.00	-0.78%
OVERTIME	3,326.13	1,000.00	1,000.00	4,000.00	1,000.00	1,000.00	300.00%
LONGEVITY	250.00	250.00	425.00	425.00	425.00	425.00	70.00%
CATEGORY TOTAL	54,671.31	56,488.00	57,158.00	52,328.00	57,736.00	57,736.00	-7.36%
EXPENSES							
UNIFORM ALLOWANCES	318.95	350.00	350.00	350.00	350.00	350.00	0.00%
ELECTRICITY	760.12	1,200.00	950.00	950.00	1,000.00	1,000.00	-20.83%
HEATING FUEL	798.42	2,100.00	1,750.00	1,000.00	2,100.00	2,100.00	-52.38%
BUILDING MAINTENANCE	1,780.17	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
GROUNDS MAINTENANCE	-	500.00	300.00	300.00	300.00	300.00	-40.00%
BLDG MAINT SVCS - HVAC	1,705.00	1,000.00	1,500.00	1,500.00	1,000.00	1,000.00	50.00%
BLDG MAINT SVCS -PLUMBING	-	1,000.00	500.00	500.00	500.00	500.00	-50.00%
BLDG MAINT SVCS -ELECTRICAL REPAIRS	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
BLDG MAINT SVCS -PAINT	-	1,000.00	500.00	500.00	500.00	500.00	-50.00%
BLDG MAINT SVCS -ROOF	-	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%
BLDG MAINT - SECURITY	121.04	1,000.00	500.00	500.00	1,000.00	1,000.00	-50.00%
TRAINING & DEVELOPMENT	-	150.00	-	-	150.00	150.00	-100.00%
CONTRACTED SERVICES	4,093.55	6,300.00	2,500.00	2,500.00	2,500.00	2,500.00	-60.32%
TRAVEL - MILEAGE	-	100.00	-	-	100.00	100.00	-100.00%
ENCUMBRANCES	500.00	-	-	-	-	-	-
CATEGORY TOTAL	12,077.25	25,700.00	18,850.00	18,100.00	19,500.00	19,500.00	-29.57%
DEPARTMENT TOTAL	66,748.56	82,188.00	76,008.00	70,428.00	77,236.00	77,236.00	-14.31%

Description of Changes:

The project inspector / facilities technician position was upgraded in 2016 from the CWA union to the OPEIU union. The OPM stipend has been discontinued at this time. However, there is a need to additional overtime as the new fire station on Boston Road and the joint dispatch at the police station are under construction.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Project Inspector - Facilities Tech	0.5	OPEIU	38,540.00	425.00	38,965.00
Custodian	0.2	CWA	9,363.00		9,363.00
Overtime			4,000.00		4,000.00
Total Personal Services	0.7		51,903.00	425.00	52,328.00



Public Safety

210 Police Department

Mission Statement:

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

Goals:

- Continue to work with Pedestrian Safety Committee to identify and address safety concerns.
- Work with both Town and School Departments to improve building and staff security.
- Apply for reimbursement for all unfunded mandates and pursue any available grant opportunities.
- Continue to strive for the highest degree of professionalism and thoroughness in the delivery of services to the public.
- To enhance and promote public confidence in the department by demonstrating the best professional practices in all areas of policing.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
POLICE CHIEF	139,731.59	145,374.00	147,554.00	147,554.00	149,767.00	149,767.00	1.50%
DEPUTY CHIEF	117,431.32	117,157.00	121,894.00	121,894.00	123,714.00	124,188.00	4.04%
CAPTAIN	202,876.50	202,406.00	210,549.00	210,549.00	213,720.00	214,539.00	4.02%
LIEUTENANTS	346,017.37	349,689.00	363,860.00	363,860.00	369,341.00	370,402.00	4.05%
SERGEANTS	525,263.96	523,201.00	525,981.00	525,981.00	528,917.00	530,364.00	0.53%
PATROLMEN	1,605,314.78	1,636,588.00	1,628,719.00	1,628,719.00	1,743,115.00	1,765,790.00	-0.48%
UNIFORMED DISPATCH PERS	276,299.16	-	-	-	-	-	-
OFFICE MANAGER	62,184.67	56,216.00	59,979.00	59,979.00	59,979.00	59,979.00	6.69%
RECORDS SUPERVISOR-OPERATIONAL	56,894.66	58,694.00	58,694.00	58,694.00	58,694.00	58,694.00	0.00%
ADMINISTRATIVE ASSISTANT	42,057.15	44,279.00	45,630.00	45,630.00	46,980.00	48,370.00	3.05%
OPERATIONS ADMINISTRATOR	77,910.43	-	-	-	-	-	-
MAINTENANCE WORKER II	48,421.74	48,693.00	50,133.00	50,133.00	50,133.00	50,133.00	2.96%
QUINN BILL	455,194.42	457,991.00	472,568.00	472,568.00	497,974.00	502,143.00	3.18%
OVERTIME	486,520.15	290,605.00	306,508.00	306,508.00	306,508.00	306,508.00	5.47%
COURT APPEARANCES	36,894.30	30,855.00	36,895.00	36,895.00	36,894.00	36,894.00	19.58%
SPECIAL DETAILS	13,427.95	17,293.00	17,293.00	15,000.00	17,293.00	17,293.00	-13.26%
TRAINING WAGES	41,384.62	51,510.00	51,510.00	51,510.00	51,510.00	51,510.00	0.00%
SHIFT DIFFERENTIAL	51,244.69	50,000.00	50,000.00	42,000.00	50,000.00	50,000.00	-16.00%
SPECIALTY STIPENDS	3,757.00	3,750.00	3,750.00	3,750.00	3,750.00	3,750.00	0.00%
STIPEND / ACCREDITATION	63,205.96	50,400.00	50,400.00	50,400.00	52,400.00	52,400.00	0.00%
HOLIDAY PAY	128,848.14	116,717.00	131,560.00	131,560.00	137,356.00	138,207.00	12.72%
LONGEVITY	48,150.00	40,100.00	44,300.00	44,300.00	46,300.00	51,150.00	10.47%
ON CALL	19,067.28	19,709.00	19,709.00	19,709.00	19,709.00	19,709.00	0.00%
RETIREMENT NOTICE INCENTIVE	4,880.00	2,860.00	4,880.00	4,880.00	4,880.00	4,880.00	70.63%
SICK TIME BUYBACK	4,155.37	5,700.00	5,700.00	5,700.00	5,700.00	5,700.00	0.00%
SICK TIME INCENTIVE	8,500.00	8,650.00	8,650.00	8,650.00	8,650.00	8,650.00	0.00%
COMP TIME BUYOUT	5,144.26	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
CATEGORY TOTAL	4,870,777.47	4,333,937.00	4,422,216.00	4,411,923.00	4,588,784.00	4,626,520.00	1.80%

EXPENSES	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PSYCHE/MED TESTING	154.00	1,450.00	2,450.00	2,430.00	2,450.00	2,450.00	67.59%
UNIFORM ALLOWANCES	59,020.35	54,940.00	57,640.00	57,640.00	57,640.00	57,640.00	4.91%
ELECTRICITY	34,923.82	48,600.00	64,253.00	37,000.00	64,253.00	64,253.00	-23.87%
NATURAL GAS	18,403.89	20,000.00	21,708.00	19,000.00	21,708.00	21,708.00	-5.00%
GENERATOR FUEL - DIESEL	-	500.00	452.00	452.00	452.00	452.00	-9.60%
WATER	3,270.33	3,000.00	3,300.00	3,300.00	3,300.00	3,300.00	10.00%
MAINTENANCE BLDG & GRD	48,475.35	37,986.00	48,500.00	48,500.00	48,500.00	48,500.00	27.68%
VEHICLE MAINTENANCE	49,766.87	52,739.00	52,739.00	52,739.00	52,739.00	52,739.00	0.00%
EQUIPMENT MAINTENANCE	22,599.99	12,500.00	9,502.00	9,502.00	9,502.00	9,502.00	-23.98%
COMMUNICATION EQUIP	7,300.01	5,000.00	5,000.00	2,000.00	5,000.00	5,000.00	-60.00%
TRAINING CLASSES	21,336.87	24,319.00	24,319.00	24,319.00	24,319.00	24,319.00	0.00%
POSTAGE	1,231.81	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%
ADVERTISING-LEGAL	-	400.00	400.00	400.00	400.00	400.00	0.00%
GASOLINE	68,242.22	100,000.00	87,000.00	74,000.00	87,000.00	87,000.00	-26.00%
OFFICE SUPPLIES	7,259.17	6,500.00	7,500.00	7,500.00	7,500.00	7,500.00	15.38%
BULLET PROOF VESTS	-	-	-	-	-	-	-
PRISONER MEALS	138.82	200.00	200.00	200.00	200.00	200.00	0.00%
FIREARMS SUPPLIES	26,734.09	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	0.00%
DEFENSIVE TACTICS EQUIPMENT	-	16,000.00	25,000.00	10,000.00	25,000.00	25,000.00	-37.50%
PHOTOGRAPHIC	2,740.51	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
BOOKS & SUBSCRIPTIONS	1,863.59	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
MEETINGS & CONFERENCES	350.00	3,500.00	4,060.00	4,060.00	4,060.00	4,060.00	16.00%
DUES & MEMBERSHIPS	7,889.70	6,650.00	5,754.00	5,754.00	5,754.00	5,754.00	-13.47%
NEMLEC	5,004.79	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00	0.00%
BILL OF PRIOR YEAR	1,900.00	-	-	-	-	-	-
VEHICLES/CRUISERS	155,705.98	166,624.00	166,624.00	124,968.00	166,624.00	166,624.00	-25.00%
OFFICE FURNITURE	7,229.98	-	2,000.00	1,000.00	2,000.00	2,000.00	-
ENCUMBRANCES	3,603.00	-	-	-	-	-	-
CATEGORY TOTAL	555,145.14	592,653.00	620,346.00	516,709.00	620,346.00	620,346.00	-12.81%
DEPARTMENT TOTAL	5,425,922.61	4,926,590.00	5,042,562.00	4,928,632.00	5,209,130.00	5,246,866.00	0.04%

Description of Changes:

The overall FY 18 police budget requested **was a 3% increase from FY17- FY18**. The Town Manager's recommended FY18 budget is a **1% reduction** from FY17 to FY18 **note**: utility expenses have decreased plus this budget doesn't show the Patrol Officers and Superior Officer's salary increase, both are in negotiations.

The requested increase is largely due to the additional request of two new officers. This is the **third year** we have asked for and were denied the additional officers. Over the last three years we have experienced increases in calls for service. In addition to the increases we have already experienced, proposed housing developments located on Littleton Road are currently in discussions and will increase the service related calls. As the town continues to grow, the police department experiences an increase in calls for service, traffic problems, crime, as well as an increase in non-criminal complaints. The last time we added additional officers were the two school resource officers in 2014. This had very little impact to the patrol division. As Chief, I respectfully disagree with the decision not to add the 2 officers.

The expenses were reduced by 12.93 % due to a reduction in utilities, fall in gasoline prices and a fourth cruiser removed from the budget due to the potential settlement agreement with Newport Material who agreed to fund a police cruiser.

Programs & Services:

PATROL DIVISION: The patrol division consists of the uniformed officers responsible for responding to emergency calls for service such as a car crash, medical, burglar and bank alarms, domestic disputes, safety hazards, and many others. When not responding to emergency and non-emergency calls the officers are responsible for patrolling specific areas of town in order to reduce the opportunity for individuals to commit crime and create disorder.

SPECIAL SERVICES DIVISION: The Special Services Division (SSD) is responsible for the investigation of major crimes, crimes against a person such as murder, assault, sexual assault, armed robbery, and narcotics violations. The investigation of crimes against property is also investigated by the Special Services Division, such as breaking and entering, major larcenies, burglary, computer crimes, identity theft, and many others.

COMMUNITY SERVICES OFFICER: The Community Services Officer serves as a liaison between the police department and the public to work together to identify and deter crime on a community-wide basis. The Community Service Officer coordinates programs and works with town committees, business groups, community organizations, and individuals toward a common goal of crime prevention and safety.

K-9 OFFICER: The K-9 officer and his partner(s) respond to calls where a K-9 will produce better, quicker and safer results. The K-9 team is used to conduct building searches, tracking of suspects, locate lost or missing persons, locate criminal evidence, and for the detection of concealed narcotics. The Westford K-9 program was able to restart in 2011 as a result of donations from local residents and businesses. Many of the

expenses associated with the dogs (food, vet care, equipment) are donated by local businesses and residents. The original gift account that was established in 2011 to restart the program is still being contributed to and drawn upon to support this very effective program.

FAMILY SERVICES DETECTIVE: The Family Services Detective is supervised by the Special Services Division Commander. The duties of the Family Services Detective include but are not limited to tracking and investigating domestic violence cases, serving and tracking Domestic and Harassment Restraining orders, investigating crimes against the elderly and juveniles. In FY 14 alone, the Family Services Detective followed up on 138 domestic violence cases.

TRAFFIC OFFICER: Although all Westford Police officers enforce the traffic laws of the town and state, it is the Traffic Officer's primary responsibility for developing and improving traffic safety throughout Westford. Officer Daniel O'Donnell is the department's traffic officer. In addition to specialized traffic enforcement training, Officer O'Donnell has been federally certified to perform compliance inspections on all commercial motor vehicles. The requirements and testing for federal certification are rigorous and time consuming, but we in the police department believe it will go a long way in calming, regulating and improving traffic safety.

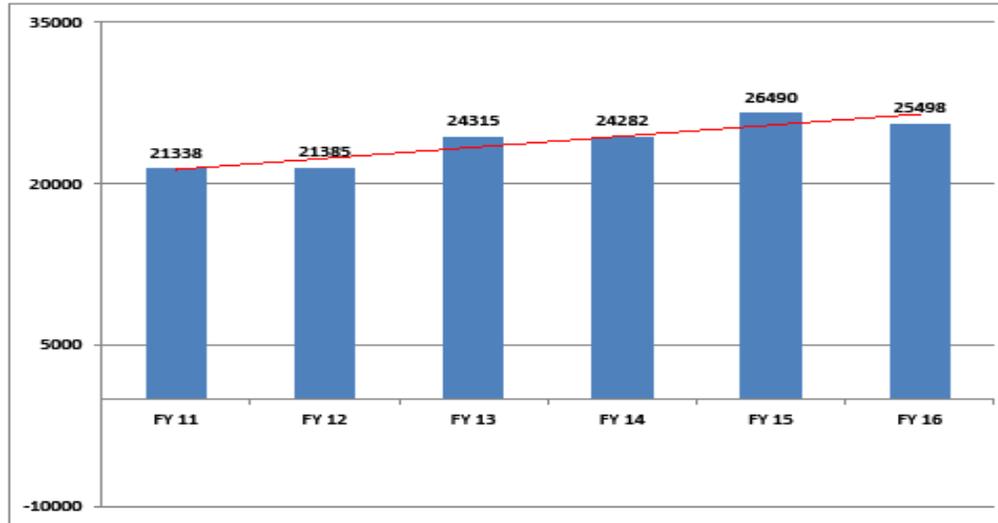
SCHOOL RESOURCE OFFICER: The School Resource Officer (SRO) program in Westford was discontinued in 2008 because the police department could no longer commit a police officer full-time to the schools. The SRO was moved to the patrol division in response to the ever increasing calls for police service. In 2012 Nashoba Tech and Westford Academy each asked to have an SRO assigned in their respective schools and they have agreed to fully fund the position from their school budgets. The SROs assigned are experienced officers and the uniformed patrol assignments that they vacated were filled by newly hired officers. The mission of the SROs is to improve school safety and the educational climate at the school. The SROs will derive his/her authority, direction, and supervision from the Chief of Police or his designee. The SROs will be responsible for criminal law issues and will assist school personnel in implementing and managing the day to day operations of an effective safety and security program.

BIKE PATROL: Bicycle Patrol Officers are deployed as part of the patrol division to supplement cruiser patrols. Bike officers perform the same duties and have the same responsibilities as officers assigned to police cruisers. Most often bike officers perform directed enforcement patrols in areas such as Merrills Quarry, East Boston Camps, Kennedy Pond, and the Bruce Freeman Rail Trail. At other times a bike officer will patrol the Rte. 110 business area when the response of a bike officer to an emergency proves to be much faster than that of a police cruiser because of traffic congestion in that area.

PROJECT LIFESAVER: The police department's Project Lifesaver program continues to be a very effective service for the residents of Westford. Project Lifesaver uses state of the art technology in tracking wandering victims of Autism, Down Syndrome as well as Alzheimer's and all related mental disabilities for people of all ages. A wrist watch sized device worn by the person who has become lost transmits a guidance signal to a receiver monitored by the police department allowing trained officers to narrow the search pattern based on the transmitted signal. Project Lifesaver can be activated within minutes of the police department receiving the initial call of a lost person and has proven to be very effective in locating lost and disoriented persons.

Other Information:

Westford Police Department Activity



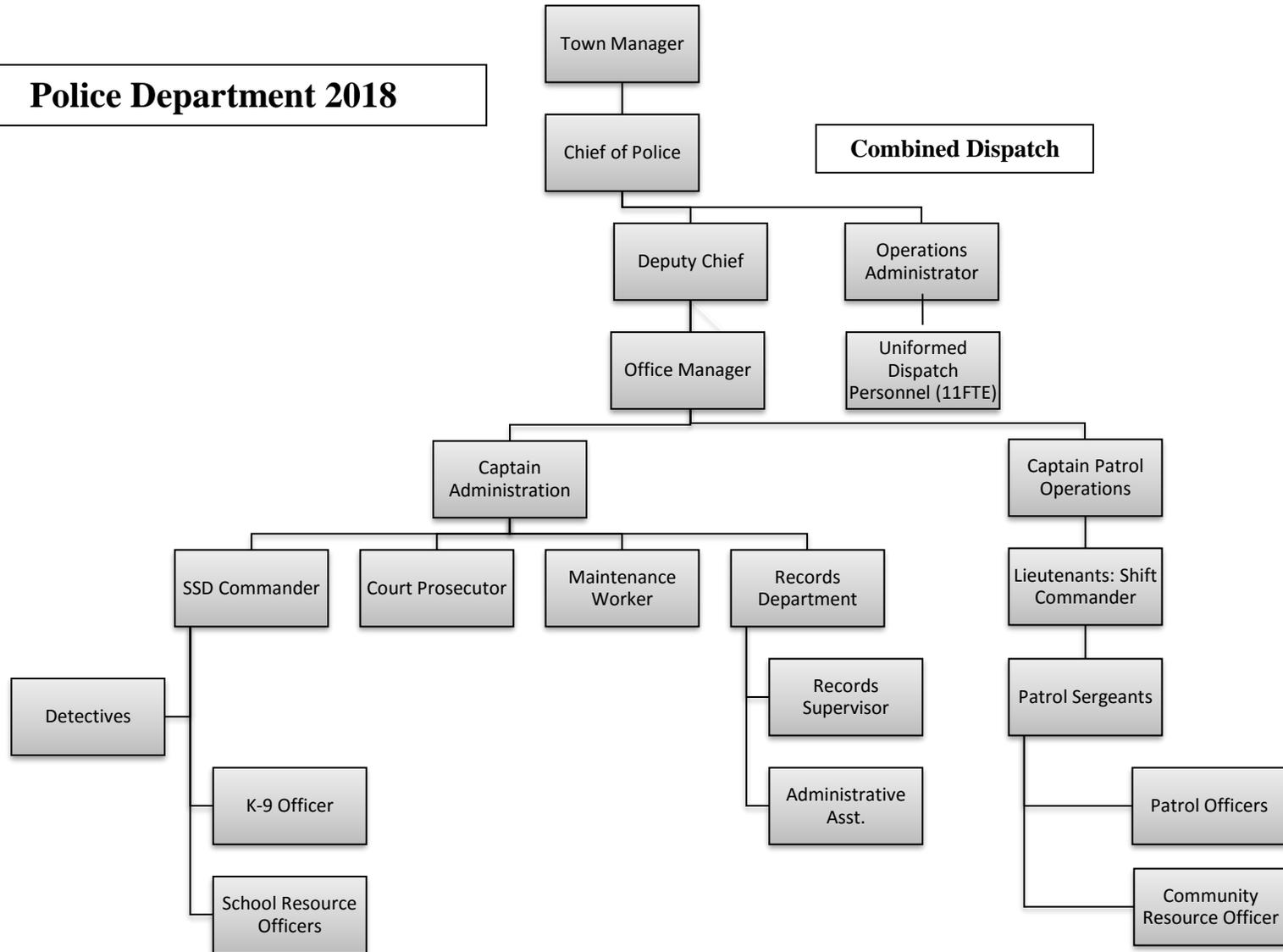
Fiscal year Calls for Service and Officer Initiated Actions.

(Out of Cruiser Actions have been removed from all FY's)

Personnel:

Position	FTE	Unit	Salary	Longevity	Accreditation	Education	Holiday Pay	Total
Police Chief	1.0	EXEM	147,554.00	2,500.00	1,500.00	36,889.00	3,392.00	191,835.00
Deputy Police Chief	1.0	WSO	121,894.00	2,600.00	1,500.00	30,473.00	5,480.00	161,947.00
Captain	2.0	WSO	210,549.00	3,200.00	3,000.00	47,373.00	9,464.00	273,586.00
Lieutenant	4.0	WSO	363,860.00	7,400.00	6,000.00	81,869.00	16,357.00	475,486.00
Sergeant	7.0	WPA	525,981.00	7,500.00	7,000.00	101,418.00	23,647.00	665,546.00
Patrolman	29.0	WPA	1,628,719.00	19,000.00	29,000.00	174,546.00	73,220.00	1,924,485.00
Office Manager	1.0	OPEIU	59,979.00		600.00			60,579.00
Records Supervisor Admin	1.0	CWA	58,694.00	1,600.00	600.00			60,894.00
Administrative Asst.	1.0	CWA	45,630.00	500.00	600.00			46,730.00
Maintenance Worker II	1.0	CWA	50,133.00	-	600.00			50,733.00
Overtime			306,508.00					306,508.00
Court Appearances			36,895.00					36,895.00
Special Details			15,000.00					15,000.00
Training Wages			51,510.00					51,510.00
Shift Differential			42,000.00					42,000.00
Specialty Stipends			3,750.00					3,750.00
On Call Pay			19,709.00					19,709.00
Retirement Notice Incentive			4,880.00					4,880.00
Sick Time Buyback			5,700.00					5,700.00
Sick Time Incentive			8,650.00					8,650.00
Comp Time Buyout			5,500.00					5,500.00
Total Personal Services	48.0		3,713,095.00	44,300.00	50,400.00	472,568.00	131,560.00	4,411,923.00

Police Department 2018



215 Public Safety Communications

Mission Statement:

The mission of Westford Public Safety Communications is to deliver maximum communications support to all residents and businesses (police, fire and all public agencies of the Town of Westford and other state and local public safety agencies), providing immediate emergency police or ambulance responses, and provide information and assistance in the most efficient and cost effective manner. The department shall employ highly trained and dedicated personnel, and constantly seek new and innovative means to improve its effectiveness.

Goals:

- To effectively and efficiently adapt, evolve and implement public safety communications policy and procedures that work with and enhance the current police and fire standard operating procedures.
- To create a highly proficient hub or central public safety emergency service point that will connect the public to police, fire and ambulance services.
- To cross train communications staff in both police and fire service dispatch and emergency call taking.
- To continue to provide and improve upon critical support services for both the police and fire services.

Description of Changes:

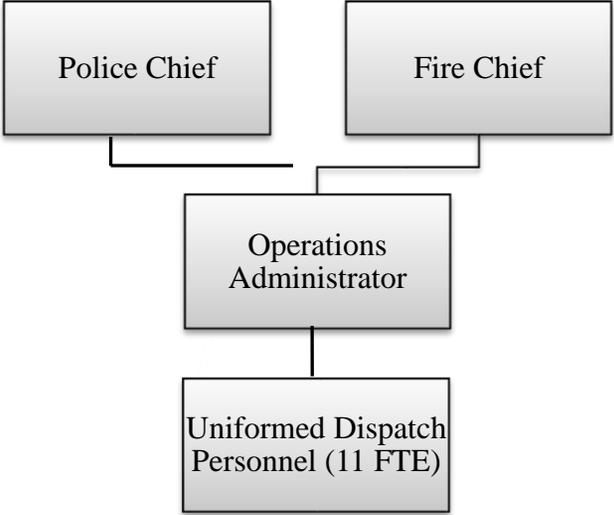
The Public Safety Communications department continues to operate with an operations supervisors and 11 dispatchers. Overtime is expected to decrease in FY18 as the combined dispatch center is expected to be constructed by March of 2017 and the dispatchers will no longer have to cover both the police and fire station dispatch areas.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
UNIFORMED DISPATCH PERS		530,717.00	560,472.00	527,762.00	534,359.00	541,151.00	-0.56%
OPERATIONS ADMINISTRATOR		82,258.00	86,331.00	86,331.00	87,291.00	87,962.00	4.95%
OVERTIME		197,500.00	190,000.00	90,000.00	90,000.00	90,000.00	-54.43%
HOLIDAY OVERTIME		9,240.00	9,240.00	9,240.00	9,240.00	9,240.00	0.00%
TRAINING WAGES		8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
SHIFT DIFFERENTIAL		9,788.00	19,575.00	15,660.00	15,660.00	15,660.00	59.99%
EDUCATION		-					
STIPEND / ACCREDITATION		7,200.00	7,800.00	7,200.00	7,200.00	7,200.00	0.00%
HOLIDAY PAY		24,401.00	25,769.00	24,265.00	24,569.00	24,881.00	-0.56%
LONGEVITY		8,250.00	6,250.00	6,350.00	7,100.00	7,350.00	-23.03%
CATEGORY TOTAL	-	877,354.00	913,437.00	774,808.00	783,419.00	791,444.00	-11.69%
EXPENSES							
UNIFORM ALLOWANCES		8,190.00	8,190.00	7,560.00	7,560.00	7,560.00	-7.69%
COMMUNICATIONS EQUIPMENT		9,200.00	9,200.00	5,000.00	5,000.00	5,000.00	-45.65%
CONTRACTED SERVICES		12,912.00	19,574.00	19,574.00	19,574.00	19,574.00	51.60%
OFFICE SUPPLIES		2,000.00	3,000.00	2,000.00	2,000.00	2,000.00	0.00%
BOOKS & SUBSCRIPTIONS		900.00	900.00	900.00	900.00	900.00	0.00%
MEETINGS & CONFERENCES		3,000.00	4,000.00	4,000.00	4,000.00	4,000.00	33.33%
DUES & MEMBERSHIPS		1,450.00	3,487.00	3,487.00	3,487.00	3,487.00	140.48%
ENCUMBRANCES							
CATEGORY TOTAL	-	37,652.00	48,351.00	42,521.00	42,521.00	42,521.00	12.93%
DEPARTMENT TOTAL	-	915,006.00	961,788.00	817,329.00	825,940.00	833,965.00	-10.68%

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipend / Accreditation	Education	Holiday Pay	Total
Uniformed Dispatch Pers	11.0	CWA	527,762.00	4,250.00	6,600.00	-	24,265.00	562,877.00
Operations Administrator	1.0	OPEIU	86,331.00	2,100.00	600.00	-	-	89,031.00
Overtime			90,000.00					90,000.00
Holiday Overtime			9,240.00					9,240.00
Training Wages			8,000.00					8,000.00
Shift Differential			15,660.00					15,660.00
Total Personal Services	12.0		736,993.00	6,350.00	7,200.00	-	24,265.00	774,808.00

**Public Safety Communications
2018**



220 Fire Department

Mission Statement:

Our Purpose: Is to develop a team of dedicated professionals bound together for the purpose of protecting lives and property within our community.

Our Mission: Is to strive to make Westford a safe place to work, live and be educated in by reducing human suffering caused by fires, sudden illnesses, accidents, hazardous material releases or by manmade or natural disasters.

To achieve this, our department will:

- Provide training for Department members to become increasingly knowledgeable and proficient in the areas of public education, fire prevention, fire suppression, emergency medical services, rescue and other related activities.
- Provide its members with the necessary equipment and supplies to safely perform their duties.
- Develop and provide educational programs to educate our customers as to the extent of the fire, rescue and medical services provided by this department; promote the deterrence of fire through proactive measures vs. reactive service and to encourage fire safe and fire smart activities.
- Maintain and decrease response time of fire protection, rescue and emergency medical services that the customers have come to expect.
- Ensure that the highest level of service is obtained from the resources at the department's disposal.

Goals:

- To update the Rules & Regulations for the Westford Fire Department
- To evaluate current Standard Operating Guidelines (SOG's)
- To continue working with Permanent Building Committee during the construction Center Fire Station
- To transition to the new Public Safety Communications Center
- Evaluate Fire Department staffing issues by looking at options of Increasing Overtime, Swing Personnel, and the Staffing of Ambulance at the Nabnasset Station.

Description of Changes:

- Fire Overtime is increasing 8.86% to reflect the actual FY16 amount and to reflect the actual FY16 amount, to adjust for contractual increases, and in order to maintain a safe level of staffing. Our liability is increasing for Vacation/Sick/Personal time as are the back to back calls the Department is handling which can reduce the available in-town staff by over 50%. Additional Overtime will be used for shift callback and to allow for full staffing of our shifts to 9 more regularly.
- For the FY16 Fire/Ambulance overtime, there were a total 16,382 hours taken off and 9,636 (51.86%) overtime hours filled at an average rate of \$44.36.
- For FY18 we are increasing the Call Firefighters budget by \$5,000 to represents FY16 actual expenses.

- The increase/decrease in uniform allowances, educational and such in the Fire/Ambulance Personnel budgets represents an increase in Firefighters seeking education, contractual obligations and the shifting of personnel between the two budgets.
- The remaining increases in Personal Services are represented by contractual obligations.
- The IAFF union contract expires on June 30, 2017. Only step increases are included in the budget.
- Most of the Fire Operating Budget changes are due to adjustments in the Natural Gas, Electricity, Gasoline and Diesel estimates.
- We are having better wear and pricing on tires that is reducing the tire budget while repair costs are increasing and we have a vehicle that came off warranty that is increasing the maintenance budget.
- Firefighting supplies increased due to overages in the past years in the maintenance budgets that limited spending in this account.
- An increase in the equipment maintenance budget reflects ladder testing, Scott pack testing (hydrostatically), lens replacement, bottle replacement, and reflects actuals.
- Total Department increase is 0.38%

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
FIRE CHIEF	128,125.08	133,298.00	135,297.00	135,297.00	137,327.00	137,327.00	1.50%
DEPUTY CHIEF	88,969.61	93,634.00	95,038.00	95,038.00	96,464.00	96,464.00	1.50%
FIRE PREVENTION OFFICER	68,790.72	70,240.00	70,240.00	70,240.00	70,240.00	70,509.00	0.00%
CAPTAINS	299,226.96	310,203.00	309,918.00	309,918.00	309,918.00	311,105.00	-0.09%
FIREFIGHTERS	1,319,150.88	1,390,267.00	1,376,652.00	1,376,652.00	1,384,742.00	1,396,738.00	-0.98%
CALL FIREFIGHTERS	24,344.36	20,000.00	25,000.00	25,000.00	25,250.00	25,250.00	25.00%
FIRE ALARM OPERATORS	197,108.84						
OFFICE MANAGER	60,208.66	61,478.00	62,400.00	62,400.00	63,336.00	63,336.00	1.50%
OVERTIME	368,592.68	312,341.00	355,159.00	340,000.00	364,038.00	373,139.00	8.86%
HOLIDAY OVERTIME	37,391.37	33,797.00	33,797.00	33,797.00	33,797.00	33,797.00	0.00%
TRAINING	18,239.07	17,800.00	20,500.00	17,800.00	20,963.00	21,437.00	0.00%
SHIFT DIFFERENTIAL	5,209.50						
EDUCATION INCENTIVE	139,440.94	148,178.00	145,108.00	145,108.00	146,579.00	147,788.00	-2.07%
CALL FF STIPENDS	-	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
EMT STIPENDS	135,271.90	152,774.00	154,463.00	154,463.00	155,300.00	156,260.00	1.11%
HOLIDAY PAY	86,145.64	79,523.00	80,286.00	80,286.00	80,721.00	81,002.00	0.96%
LONGEVITY	33,700.00	33,100.00	37,600.00	37,600.00	39,100.00	42,100.00	13.60%
SICK LEAVE / VACATION BUY BACK	1,705.90						
CATEGORY TOTAL	3,011,622.11	2,861,133.00	2,905,958.00	2,888,099.00	2,932,275.00	2,960,752.00	0.94%

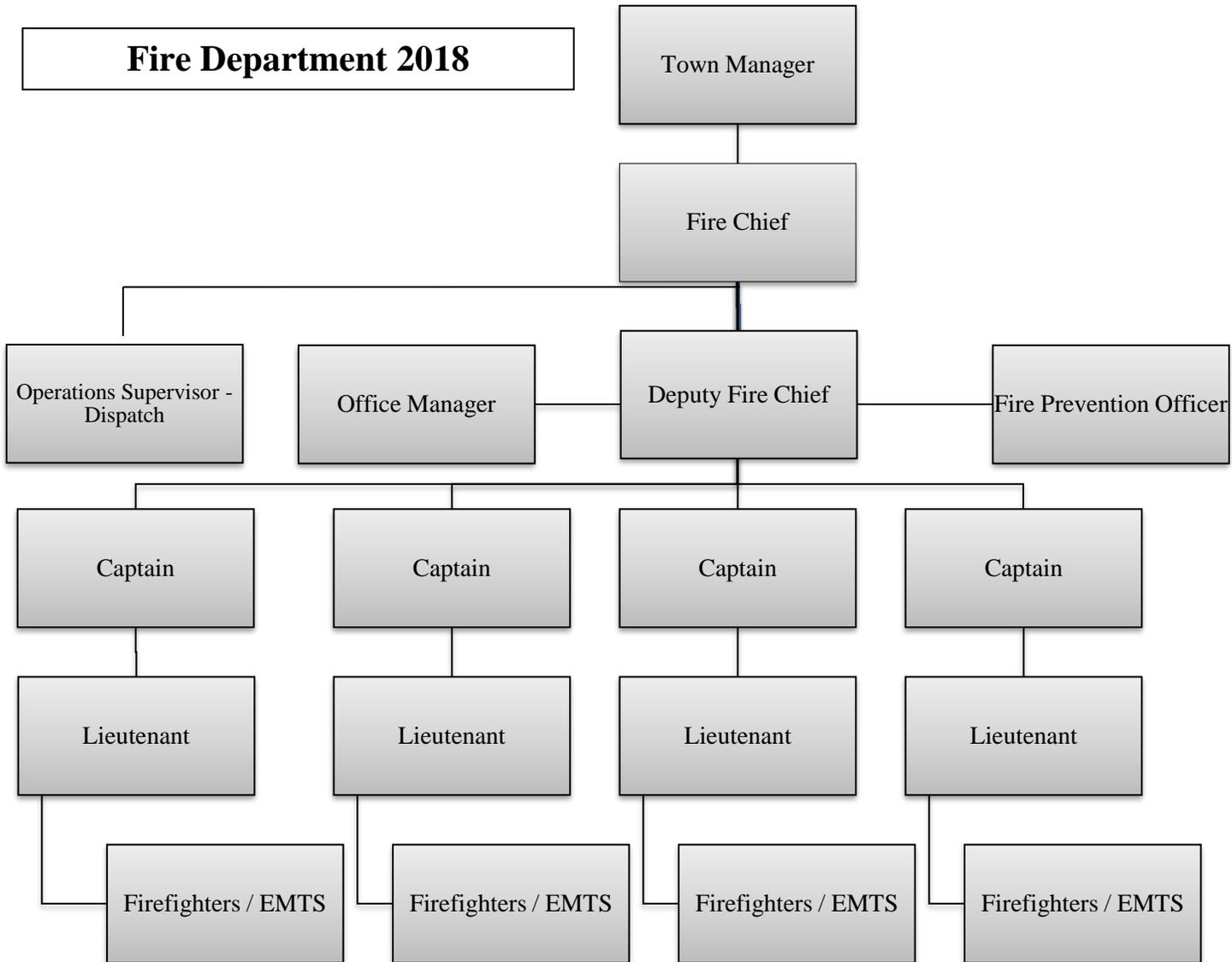
	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
UNIFORM ALLOWANCES	31,008.95	25,700.00	24,000.00	24,000.00	24,000.00	24,000.00	-6.61%
ELECTRICITY	19,186.08	15,272.00	14,027.00	19,500.00	14,308.00	14,594.00	27.68%
NATURAL GAS	7,667.26	10,452.00	8,710.00	8,000.00	8,884.00	9,062.00	-23.46%
WATER	2,896.37	3,000.00	3,000.00	3,000.00	3,060.00	3,121.00	0.00%
SEWER/SEPTIC	780.00	1,200.00	1,250.00	1,250.00	1,275.00	1,301.00	4.17%
BUILDING MAINTENANCE	18,649.51	17,500.00	18,500.00	18,500.00	18,870.00	19,247.00	5.71%
GROUNDS MAINTENANCE	1,408.17	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%
VEHICLE MAINTENANCE	27,142.89	43,624.82	30,000.00	30,000.00	30,600.00	31,212.00	-31.23%
EQUIPMENT MAINTENANCE	9,685.87	3,000.00	10,000.00	10,000.00	10,200.00	10,404.00	233.33%
COMMUNICATIONS EQUIP	5,312.48	6,200.00	6,200.00	6,200.00	6,324.00	6,450.00	0.00%
POSTAGE	312.76	850.00	500.00	500.00	510.00	520.00	-41.18%
PORTABLE RADIOS	6,454.57	-					
ADVERTISING-LEGAL	89.04	300.00	300.00	300.00	306.00	312.00	0.00%
PRINTING SERVICES	54.75	400.00	400.00	400.00	408.00	416.00	0.00%
FIRE ALARM PURCHASED SERVICES	19,921.40	32,000.00	32,000.00	32,000.00	32,640.00	33,293.00	0.00%
GASOLINE	22,136.24	35,765.00	29,728.00	24,000.00	30,322.00	30,929.00	-32.90%
OFFICE SUPPLIES	2,076.01	1,000.00	1,500.00	1,500.00	1,530.00	1,561.00	50.00%
COPIER SUPPLIES	169.00						
HARDWARE SUPPLIES	529.02	300.00	500.00	500.00	510.00	520.00	66.67%
PROTECTIVE CLOTHING	38,955.46	26,908.00	27,500.00	27,500.00	28,050.00	28,611.00	2.20%
BUILDING MAINTENANCE SUPPLIES	444.03	500.00	500.00	500.00	510.00	520.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	3,448.67	3,000.00	3,450.00	3,450.00	3,519.00	3,589.00	15.00%
VEHICULAR PARTS & ACCESSORIES	28,282.66	17,500.00	25,000.00	25,000.00	25,500.00	26,010.00	42.86%
VEHICULAR TIRES & TUBES	10,659.55	14,000.00	10,000.00	10,000.00	10,200.00	10,404.00	-28.57%
BOTTLED WATER	2,977.70	3,000.00	3,000.00	3,000.00	3,060.00	3,121.00	0.00%
FIREFIGHTING SUPPLIES	13,840.57	11,000.00	18,360.00	15,000.00	18,727.00	19,102.00	36.36%
TRAVEL-MILEAGE	538.50	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%
MEETINGS & CONFERENCES	2,733.10	2,800.00	2,800.00	2,800.00	2,856.00	2,913.00	0.00%
DUES & MEMBERSHIPS	6,192.95	6,000.00	6,300.00	6,300.00	6,426.00	6,555.00	5.00%
ENCUMBRANCES	7,481.00						
CATEGORY TOTAL	291,034.56	284,271.82	280,525.00	276,200.00	285,655.00	290,889.00	-2.84%
DEPARTMENT TOTAL	3,302,656.67	3,145,404.82	3,186,483.00	3,164,299.00	3,217,930.00	3,251,641.00	0.60%

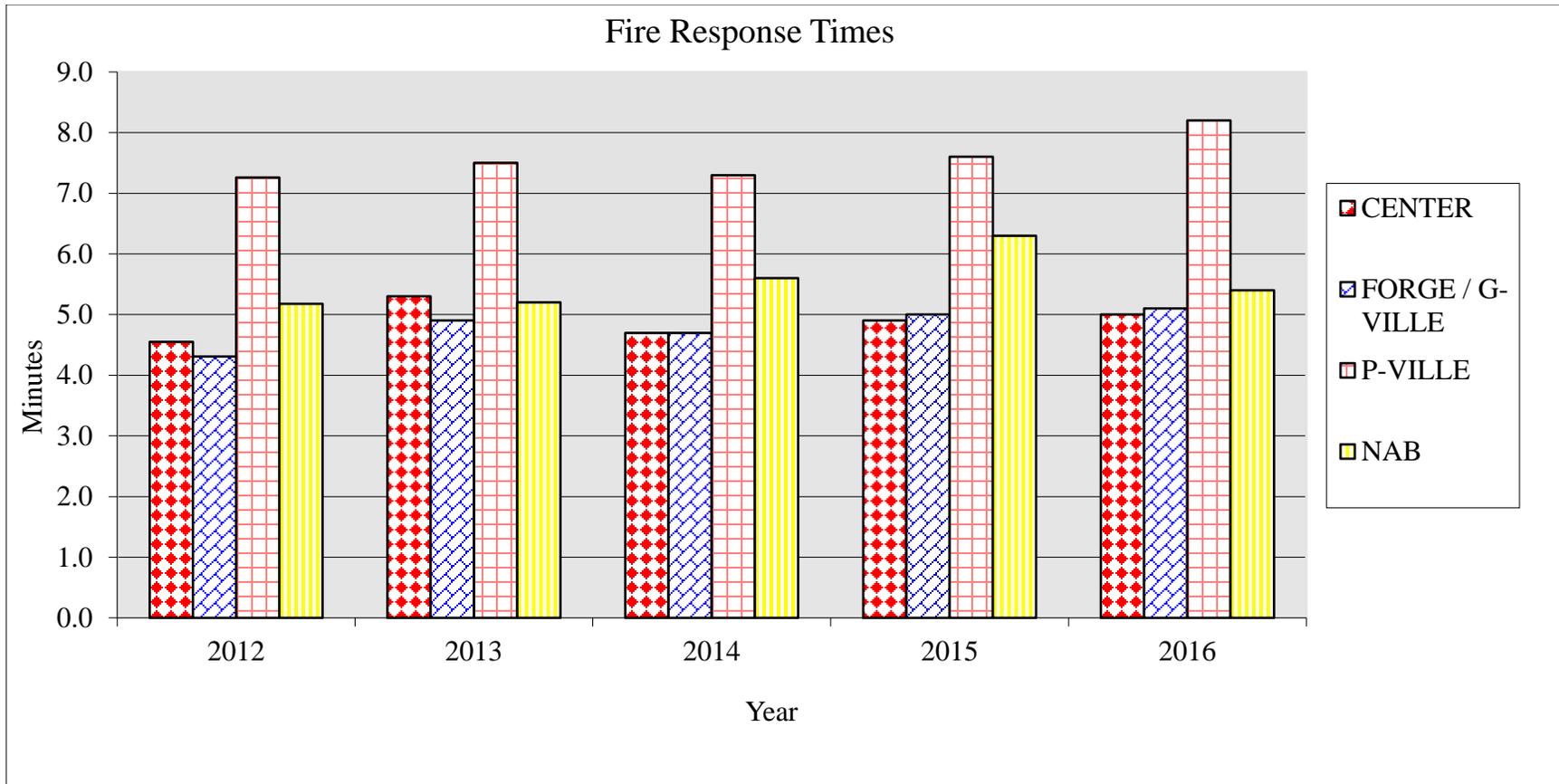
Programs & Services:

- The Westford Fire Department currently provides 24-hour fire protection coverage, operating from three staffed stations in town, those being the Center, Rogers, and Nabnasset. We are working with the Permanent Town Building Committee and our architects Donham & Sweeney to construct a new Center Station on Boston Road. The normal staffing per 24-hour shift consists of 1 Captain, 1 Lieutenant, and 5 Firefighter/EMTs of which at least 2 are Paramedics. The department provides immediate response to calls including; fire suppression, commercial box alarms, gas leaks, carbon monoxide, brush fires, major storm shelter coverage, and pumping water out of residents' basements.

Personnel:

Position	FTE	Unit	Salary	Longevity	EMT/Paramedic		Education	Holiday Pay	Total
					Stipend				
Fire Chief	1.0	EXEM	135,297.00	2,500.00	3,383.00		9,865.00	6,244.00	157,289.00
Deputy Fire Chief	1.0	EXEM	95,038.00	2,500.00	2,376.00		14,955.00	-	114,869.00
Fire Prevention Officer	1.0	IAFF	70,240.00	1,500.00	4,665.00		3,475.00	2,960.00	82,840.00
Captain	4.0	IAFF	309,917.00	7,500.00	18,662.00		30,133.00	13,062.00	379,274.00
Lieutenant	4.0	IAFF	283,675.00	6,000.00	25,095.00		29,838.00	11,955.00	356,563.00
Firefighter / EMT	19.0	IAFF	1,092,976.00	16,750.00	100,282.00		56,842.00	46,065.00	1,312,915.00
Call Firefighters			25,000.00	4,500.00					29,500.00
Office Manager	1.0	OPEIU	62,400.00	850.00					63,250.00
Overtime			340,000.00						340,000.00
Holiday Overtime			33,797.00						33,797.00
Training Wages			17,800.00						17,800.00
Total Personal Services	31.0		2,466,140.00	42,100.00	154,463.00		145,108.00	80,286.00	2,888,097.00





241 Building Department

Mission Statement:

The mission of the Westford Building Department is to protect the public by reviewing, approving and inspecting the built environment; to impartially enforce all rules, regulations and by-laws that pertain to both the State Building Codes and By-Laws of the Town of Westford. To assist - to the best of our ability - all customers with the permitting process and any questions, concerns or complaints they may have.

Goals:

- Hire one FTE Department Assistant to supplement inspection scheduling and customer service demands 1/3 of FTE time to be shared with Conservation Commission for administrative assistance.
- Implement in the field real time inspections.
- Implement a program to evaluate buildings for their potential “Seismic Hazards”.
- Ongoing maintenance of the building department website.
- Create a more robust certificate of inspection program for better tracking and follow-up
- Continue to work on file management.

Description of Changes:

- Add new FTE staff to address staffing shortage and maintain customer service at current level (to be shared 2/3 to 1/3 with
- Continue to update the building department website.
- This past year the state implemented a new energy code and has adjusted the stretch energy code to take full effect as of Jan. 1 2017.
- Due to complications at the state level the new 9th edition of the building code has an approximate effective date of Jan. 2017.
- A new vehicle was purchased and will be shared with the Permitting Department.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
BUILDING COMMISSIONER	80,748.07	84,980.00	86,254.00	86,254.00	87,548.00	87,548.00	1.50%
ASST BUILDING INSPECTOR	64,027.16	59,547.00	61,713.00	61,713.00	62,807.00	63,235.00	3.64%
WIRING INSPECTOR	43,069.06	42,907.00	44,638.00	44,638.00	45,308.00	45,308.00	4.03%
WIRING INSPECTOR COVERAGE	-	3,137.00	3,137.00	3,137.00	3,137.00	3,137.00	0.00%
GAS & PLUMBING INSPECTOR	41,317.21	47,808.00	50,227.00	50,227.00	50,981.00	50,981.00	5.06%
RECORDS SUPERVISOR II	60,757.80	60,526.00	60,294.00	60,294.00	60,294.00	60,758.00	-0.38%
DEPARTMENT ASSISTANT			19,500.00		19,500.00	19,500.00	
INTERN/DMS SUPPORT			5,100.00	5,100.00	5,100.00	5,100.00	
LONGEVITY	2,520.00	3,017.00	3,184.00	3,184.00	3,677.00	3,677.00	5.54%
TRAVEL - MILEAGE	4,080.00	4,500.00	4,500.00	4,500.00	4,600.00	4,600.00	0.00%
CATEGORY TOTAL	296,519.30	306,422.00	338,547.00	319,047.00	342,952.00	343,844.00	4.12%
EXPENSES							
UNIFORM ALLOWANCES	89.99	300.00	300.00	300.00	300.00	300.00	0.00%
VEHICLE MAINTENANCE	525.69	2,000.00	2,000.00	1,000.00	2,000.00	2,000.00	-50.00%
TRAINING & DEVELOPMENT	1,155.00	2,100.00	2,000.00	2,000.00	2,000.00	2,000.00	-4.76%
PRINTING SERVICES	260.00	500.00	500.00	500.00	500.00	500.00	0.00%
MICROFILMING SERVICE (ARCHIVING)	1,053.79	2,200.00	2,200.00	2,200.00	2,400.00	2,400.00	0.00%
GASOLINE	233.99	750.00	550.00	550.00	600.00	600.00	-26.67%
OFFICE SUPPLIES	255.19		275.00	275.00	275.00	275.00	
BOOKS & SUBSCRIPTIONS	1,571.76	1,200.00	1,000.00	1,000.00	1,000.00	1,200.00	-16.67%
TRAVEL - MILEAGE	9,151.30	6,700.00	6,700.00	6,700.00	6,500.00	6,500.00	0.00%
MEETINGS & CONFERENCES	760.00	1,650.00	1,550.00	1,550.00	1,200.00	1,200.00	-6.06%
DUES AND MEMBERSHIPS	780.00	725.00	780.00	780.00	780.00	780.00	7.59%
ENCUMBRANCES	411.00						
CATEGORY TOTAL	16,247.71	18,125.00	17,855.00	16,855.00	17,555.00	17,755.00	-7.01%
DEPARTMENT TOTAL	312,767.01	324,547.00	356,402.00	335,902.00	360,507.00	361,599.00	3.50%

Programs & Services:

1) Baseline Functions

- a) Issuance of permits.
- b) Documenting inspections.
- c) Addressing / house numbering; coordination with E-911.
- d) FEMA / floodplain permitting.
- e) ADA Coordinator and primary resource for MA Architectural Access Board
- f) Annual inspections of town facilities

- g) Monthly reports on permitting activity to Dodge Reports (Banker & Tradesman, etc.).
- h) Litigation support to Town Counsel.
- i) Departmental accounting.
- j) Compliance with public records law.

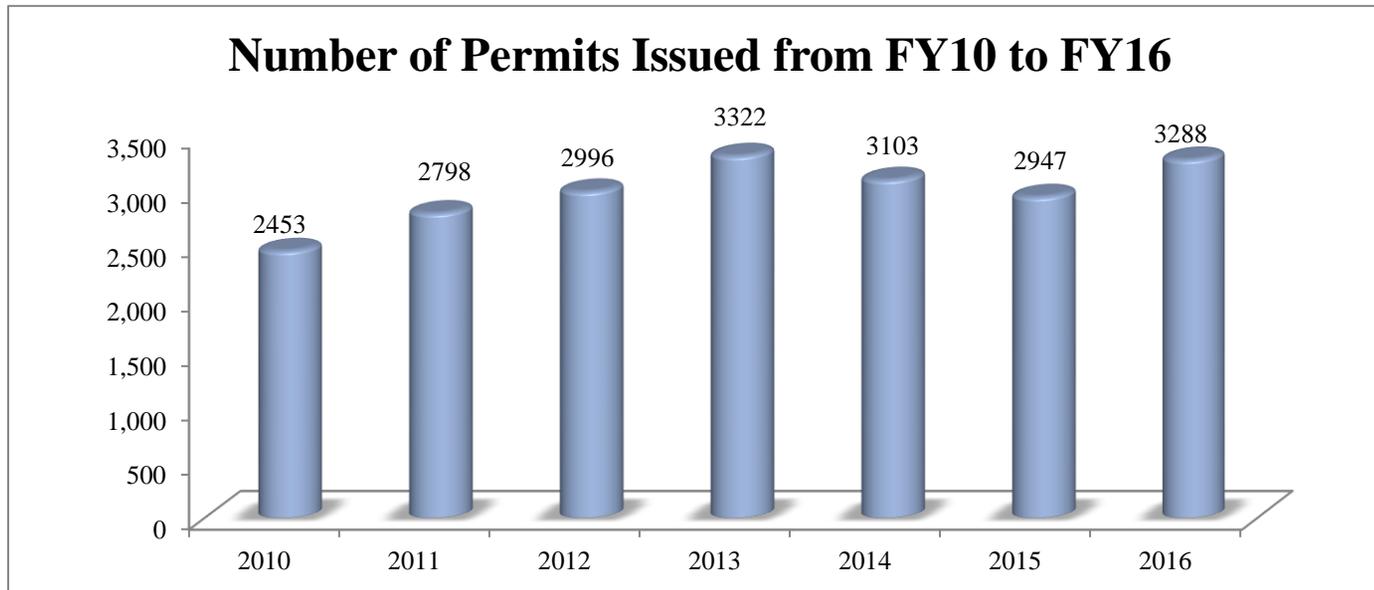
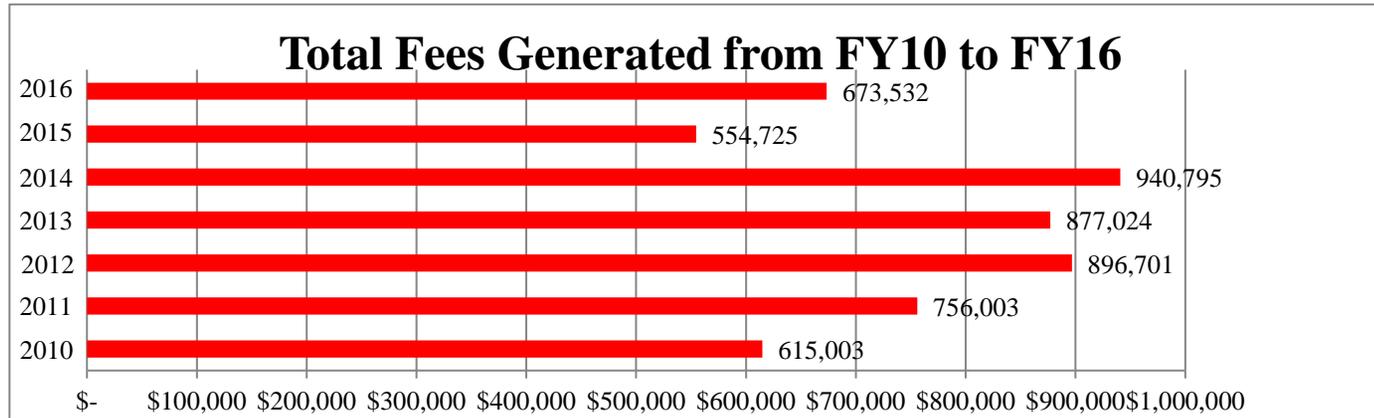
2) Value Added

- a) Online permitting.
- b) Scanning and indexing documents to DMS.
- c) Fee structure / fee waiver policy.

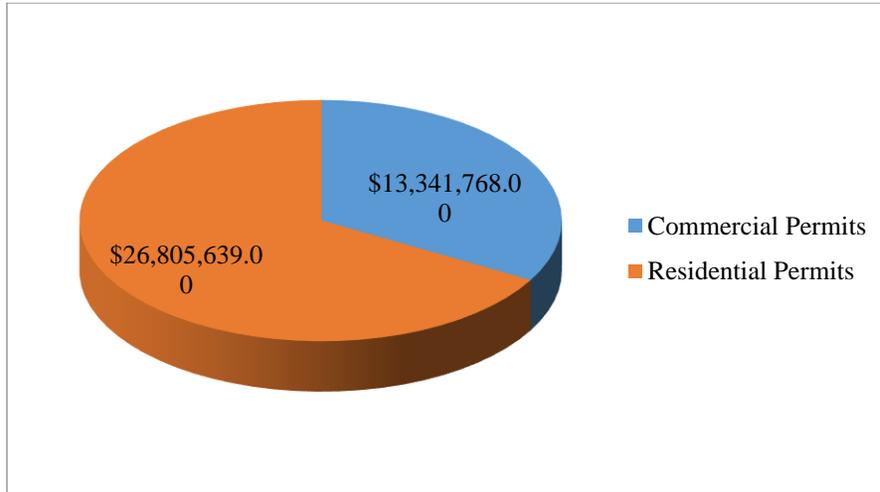
Personnel:

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Building Commissioner	1.0	EXEM	86,254.00	850.00	-	87,104.00
Assistant Building Inspector	1.3	OPEIU	61,713.00			61,713.00
Records Supervisor II	1.0	CWA	60,294.00	1,600.00		61,894.00
Wiring Inspector	0.7	NON	44,638.00	734.00	3,137.00	48,509.00
Plumbing Inspector	0.7	NON	50,227.00			50,227.00
Intern		NON	5,100.00			5,100.00
Travel - Mileage			4,500.00			4,500.00
Total Personal Services	4.7		312,726.00	3,184.00	3,137.00	319,047.00

Other Metrics:



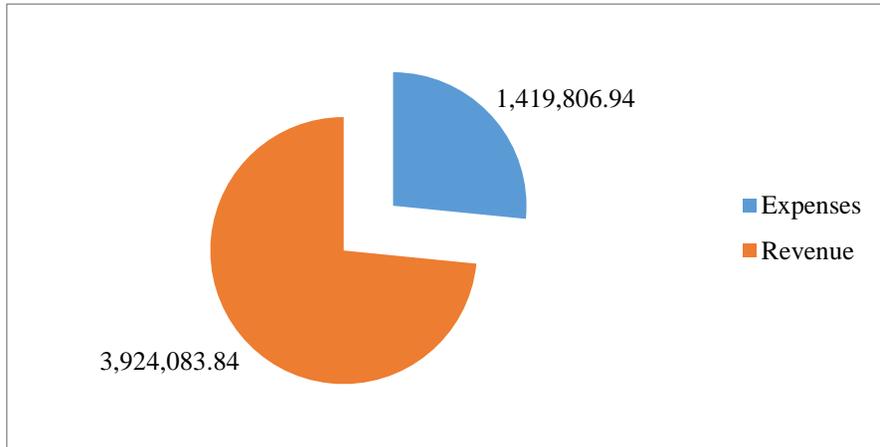
Estimated Value of Work done in FY 2016: \$40,147,407



Actual Expenses and Revenues

Year	Expense	Revenue
2012	\$260,599.33	\$896,197.28
2013	\$266,605.17	\$857,645.80
2014	\$282,939.09	\$941,659.47
2015	\$292,760.39	\$555,049.65
2016	\$316,902.96	\$673,531.64
TOTAL	\$1,419,806.94	\$3,924,083.84

The 5-Year Expense to Revenue Comparison



Note: Five year average is approx. 36% expense to revenue or 64% on average going back to the general fund over the last 5 years

244 Sealer of Weights & Measures

Mission Statement: The Sealer of Weights and Measures is committed to preserving and maintaining confidence in the accuracy of weighing, measuring, and scanning instruments used in commerce in the town of Westford.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
CONTRACTED SERVICES	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
CATEGORY TOTAL	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
DEPARTMENT TOTAL	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%

Description of Changes: There are no changes to the FY18 budget.

Programs & Services: The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) annually all commercial weighing and measuring devices. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scale to ensure that the equipment is calibrated properly. The inspections are conducted annually by the Division of Standards under a contract for a fixed fee. The Town Manager’s office administers the collection of revenue for each inspection to offset the cost of providing this service.

The FY16 column in the table below represents all of the annual inspections that were conducted by the sealer during calendar year 2015. The sealer conducted inspections at approximately 23 businesses and 1 school in Westford for a total of 192 inspections. Electronic checkout inspections occur every other year and 2016 was a year with an inspection.

Program Metrics	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016
Scale Inspections (Various sizes)	12	43	76	84	66
Fuel Meter Inspections	126	126	125	126	126
Electronic Checkout Scanner Inspections	2	0	8	0	0
Complaints Investigated	0	0	2	0	0
Revenue Collected	\$5,150	\$6,075	\$6,050	\$5,350	\$4,075

291 Emergency Management**Mission Statement:**

To coordinate interdepartmental activities to prepare for, respond to, and recover from local emergencies and disasters.

Description of Changes:

The expense budget for the Emergency Management department was decreased by \$175 from FY17, which reduces the amount of supplies that can be purchased.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
CO-DIRECTOR	4,223.00	4,223.00	4,328.00	4,328.00	4,436.00	4,500.00	2.49%
CO-DIRECTOR	4,223.00	4,223.00	4,328.00	4,328.00	4,436.00	4,500.00	2.49%
CATEGORY TOTAL	8,446.00	8,446.00	8,656.00	8,656.00	8,872.00	9,000.00	2.49%
EXPENSES							
CLOTHING ALLOWANCE	94.17	100.00	100.00	100.00	100.00	100.00	0.00%
VEHICLE MAINTENANCE	821.66	400.00	400.00	400.00	500.00	500.00	0.00%
EQUIPMENT MAINTENANCE	168.21	350.00	350.00	350.00	400.00	400.00	0.00%
COMMUNICATIONS EQUIP MAINT	2,069.22	1,650.00	1,650.00	1,650.00	1,700.00	1,700.00	0.00%
POSTAGE							
GASOLINE	75.00	100.00	100.00	100.00	100.00	100.00	0.00%
OFFICE SUPPLIES	-	150.00	150.00	-	150.00	150.00	-100.00%
CUSTODIAL / CLEANING SUPPLIES	-	25.00	25.00	-	25.00	25.00	-100.00%
VEHICULAR PARTS & ACCESSORIES	-	250.00	250.00	250.00	250.00	250.00	0.00%
OTHER PUBLIC SAFETY SUPPLIES	2,206.06	1,500.00	1,500.00	1,500.00	1,500.00	1,600.00	0.00%
TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%
ADDITIONAL EQUIPMENT							
CATEGORY TOTAL	5,434.32	4,575.00	4,575.00	4,400.00	4,775.00	4,875.00	-3.83%
DEPARTMENT TOTAL	13,880.32	13,021.00	13,231.00	13,056.00	13,647.00	13,875.00	0.27%

Programs & Services:

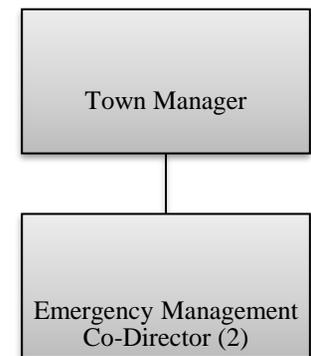
- Coordinates with the Town Manager, Department Heads, and community officials, and with any local or State, or Federal Agency as necessary to ensure the effective administration of the Westford Emergency Management Agency.

- Coordinates and directs the planning, organization, control, and implementation of local emergency management activities. Such activities may include but shall not be limited to the development of a Comprehensive Emergency Management Plan (CEM Plan) and The Natural Disaster Mitigation Plan.
- Manages, operates and maintains the Emergency Operations Center (EOC) and Notification System.
- Coordinates, develops, and implements the CEM Plan for the Town of Westford. Updates the CEM Plan at least annually. Updates the SARA Title III Tier II reporting that pertains to Hazardous Materials, at least annually and reports that to the Local Emergency Planning Committee (LEPC).
- Prepares and submits an annual budget proposal and manages the administration of the approved emergency management budget. When the town is awarded Federal financial assistance, as a sub-grant recipient of funds made available through MEMA, the Emergency Management Directors will ensure the proper completion of Federal funding documents in exchange for the receipt of such funds (including the submission of quarterly reports to MEMA, required attendance at training classes, meetings and conferences/workshops.)
- Prepares and distributes disaster preparedness material to the citizens of the town, with the intent of offering an appropriate means of educating the community as to how they may prepare for and protect themselves from the consequences of such potentially dangerous disasters.
- Conducts public presentations and speeches at schools, special events, civic organizations, etc. (including public access television, radio and/or newspaper interviews or appearances) which would benefit the public's safety and enhance the community's awareness and preparedness for any potential emergency/disaster threat to this jurisdiction.
- Coordinates with all educational facilities to ensure that adequate disaster (Hazmat, thunderstorm, etc.) alerting, warning, and in-place sheltering procedures are developed, implemented and exercised.
- Coordinates the development and implementation of a Disaster Preparedness and Training for volunteers such as PART (Police Amateur Radio Team) and CERT (Community Emergency Response Team), specifically for the purpose of educating each of their responsibilities during emergency and/or disaster operations.
- Coordinates the actions and uses of jurisdictional assets during exercises and actual occurrences
- Report annually NIMS training and compliance to FEMA for continued federal funding to the town.
- Create and maintain Continuanace of Operation Plan (COOP).
- Attend Department head meetings, regional Local Emergency Planning Committee (LEPC) meetings, local directors meeting and other meetings as directed by the town and MEMA. Works with regional Homeland Security Council.

Personnel:

Position	FTE	Unit	Salary	Total
Co-Director		NON	4,328.00	4,328.00
Co-Director		NON	4,328.00	4,328.00
Total Personal Services	0.0		8,656.00	8,656.00

Emergency Management 2018



292 Animal Control

Mission Statement:

The Animal Control department works to provide an atmosphere of safe coexistence between humans and wildlife by:

- Impartially enforcing state and local animal control laws.
- Mitigating any hazards to humans that are caused or related to animal and wildlife activity.
- Mediating animal related complaints promptly and efficiently.
- Educating the public about responsible pet ownership and responsible interaction with wildlife.

Goals:

- Continue our commitment to customer service and help residents address animal control related issues.
- Improve the conditions of the kennel by repairing fencing and interior walls and investigate options for improved heating and cooling.

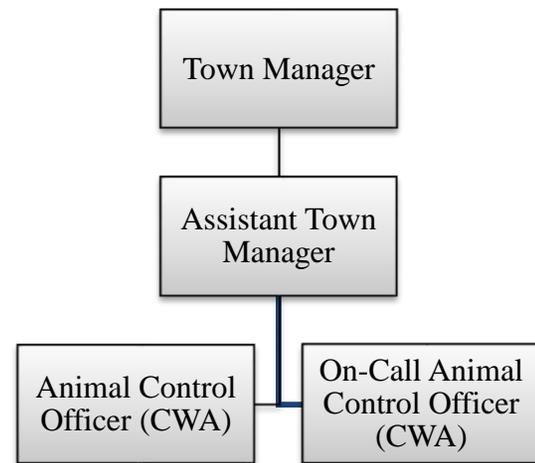
Description of Changes:

The FY18 personnel budget was reduced by \$1,924 due to turnover in the department.

Programs & Services:

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, sick or injured wildlife and loose dogs. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.

Animal Control 2018



	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
ANIMAL CONTROL OFFICER	52,882.08	52,681.00	52,681.00	52,681.00	52,681.00	52,681.00	0.00%
VACATION / SICK / EMERG.OVERTIME	8,174.52	11,000.00	10,000.00	9,000.00	10,500.00	10,500.00	-18.18%
LONGEVITY	970.00	1,024.00	1,100.00	1,100.00	1,100.00	1,100.00	7.42%
CATEGORY TOTAL	62,026.60	64,705.00	63,781.00	62,781.00	64,281.00	64,281.00	-2.97%
EXPENSES							
UNIFORM ALLOWANCES	30.95	900.00	470.00	470.00	470.00	470.00	-47.78%
ELECTRICITY	669.85	1,100.00	1,000.00	800.00	1,000.00	1,000.00	-27.27%
WATER / SEWER	77.12	90.00	80.00	80.00	80.00	80.00	-11.11%
KENNEL MAINTENANCE	-	600.00	600.00	500.00	600.00	600.00	-16.67%
VEHICLE MAINTENANCE	199.75	1,200.00	1,000.00	700.00	1,000.00	1,000.00	-41.67%
GASOLINE	336.72	900.00	700.00	500.00	700.00	700.00	-44.44%
OFFICE SUPPLIES	-	-	-	-	-	-	-
CUSTODIAL / CLEANING SUPPLIES	6.28	-	-	-	-	-	-
ANIMAL CONTROL SUPPLIES	416.62	250.00	250.00	250.00	250.00	250.00	0.00%
MEETINGS & CONFERENCES	-	360.00	360.00	-	360.00	360.00	-100.00%
DUES AND MEMBERSHIPS	-	-	-	-	-	-	-
ENCUMBRANCES	219.00	-	-	-	-	-	-
CATEGORY TOTAL	1,956.29	5,400.00	4,460.00	3,300.00	4,460.00	4,460.00	-38.89%
DEPARTMENT TOTAL	63,982.89	70,105.00	68,241.00	66,081.00	68,741.00	68,741.00	-5.74%

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officer	1.0	CWA	52,681.00	1,100.00	53,781.00
Asst Animal Control Officer	0.1	CWA	-	-	-
Vacation / Sick / Emerg. OT	-	-	9,000.00	-	9,000.00
Total Personal Services	1.1		61,681.00	1,100.00	62,781.00

294 Tree Warden

Mission Statement: The Mission of the Westford Tree Warden is to protect, maintain and improve the health, beauty, quantity, diversity and vitality of Westford’s trees and manage public shade trees along the Town’s public ways and public areas while maintaining public safety, aesthetic quality and value of the Town’s trees for benefit of its citizens and future generations.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TREE WARDEN	2,112.00	2,112.00	2,144.00	2,144.00	2,175.00	2,175.00	1.52%
CATEGORY TOTAL	2,112.00	2,112.00	2,144.00	2,144.00	2,175.00	2,175.00	1.52%
EXPENSES							
CONTRACTED SERVICES	47,845.06	35,000.00	50,000.00	35,000.00	50,000.00	50,000.00	0.00%
TOWN FOREST MGMT EXPENSES	-	8,000.00	-				-100.00%
ENCUMBRANCES	1,250.00						
CATEGORY TOTAL	49,095.06	43,000.00	50,000.00	35,000.00	50,000.00	50,000.00	-18.60%
DEPARTMENT TOTAL	51,207.06	45,112.00	52,144.00	37,144.00	52,175.00	52,175.00	-17.66%

Description of Changes:

The amount allocated in the contracted services continues to be funded \$35,000 due to budgetary constraints. The \$8,000 appropriation in FY17 was and appropriation from Free Cash at the October 17, 2016 Special Town Meeting to provide startup funds for the Forestry Commission revolving fund. The Forestry Commission will repay the general fund after revenue is generated from their forestry projects.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,144.00		2,144.00
Total Personal Services	0.0		2,144.00	-	2,144.00

Education

300 Westford Public Schools

Mission Statement:

The Westford Public Schools will provide an excellent, free education to all students in the community. The school system will engage its students in a challenging learning environment to prepare them for the political, economic, social, and technological challenges of a rapidly changing world. It will develop in its students the skills and attitudes that will enable them to be lifelong learners, to exercise sound judgment and to become responsible, contributing members of society.

To accomplish this mission, the Westford Public Schools will:

- Provide a curriculum designed to educate the whole child while recognizing that each child is a unique and individual learner
- Engage staff and administration in ongoing professional development
- Provide support services that meet the needs of each individual student
- Encourage the collaboration of parents, residents, and the greater Westford community.
- Practice reasonable and creative fiscal planning and management.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
OPERATING BUDGET	51,856,974.80	54,695,407.00	56,010,110.00	56,010,110.00	57,410,039.00	58,844,966.00	2.40%
ENCUMBRANCES	1,083,030.49						
DEPARTMENT TOTAL	52,940,005.29	54,695,407.00	56,010,110.00	56,010,110.00	57,410,039.00	58,844,966.00	2.40%

310 Nashoba Valley Technical High School

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
NASHOBA TECH ASSESSMENT	718,189.00	694,652.00	712,018.00	706,472.00	724,134.00	742,237.00	1.70%
DEPARTMENT TOTAL	718,189.00	694,652.00	712,018.00	706,472.00	724,134.00	742,237.00	1.70%

Description of Changes:

The placeholder for the FY18 Nashoba Valley Technical High School budget represents a 2.5% increase.

Public Works

410 Engineering

Mission Statement:

The Engineering Department is committed to working with other departments to discover and identify infrastructure deficiencies that cause hardship, inconvenience or expense to the town and its inhabitants, and will provide effective solutions that resolve or preclude those deficiencies.

Goals:

- Assist the Highway Department with operating and implementing a pavement management program.
- Assist MassDOT with the Tadmuck Road at Littleton Road Intersection Improvement Project scheduled for 2017 construction season.
- Oversee the Complete Streets Projects at Concord Road near the Robinson School, the Norman Day School and Town Center.
- Advance design of Dunstable and Oak Hill Roads at Route 40 (Groton Road) through 75% submittal to MassDOT.
- Publish Stormwater Management Master Plan and develop a strategy for implementation.
- Continue to assist in the coordination of public works projects with the Highway Department and the Water Department.
- Complete construction of Plain Road Sidewalk Project near the Nabnasset School.
- Begin design process the for Boston Road Reconstruction Project, including drainage and water distribution improvements and pedestrian safety improvements.
- Provide project management for the Beaver Brook Bridge Improvement Project at Beaver Brook Road and apply for MassDOT funding for construction.

Description of Changes:

Changes to Personal Services are consistent with union contracts, cost of living increases and merit pay raises.

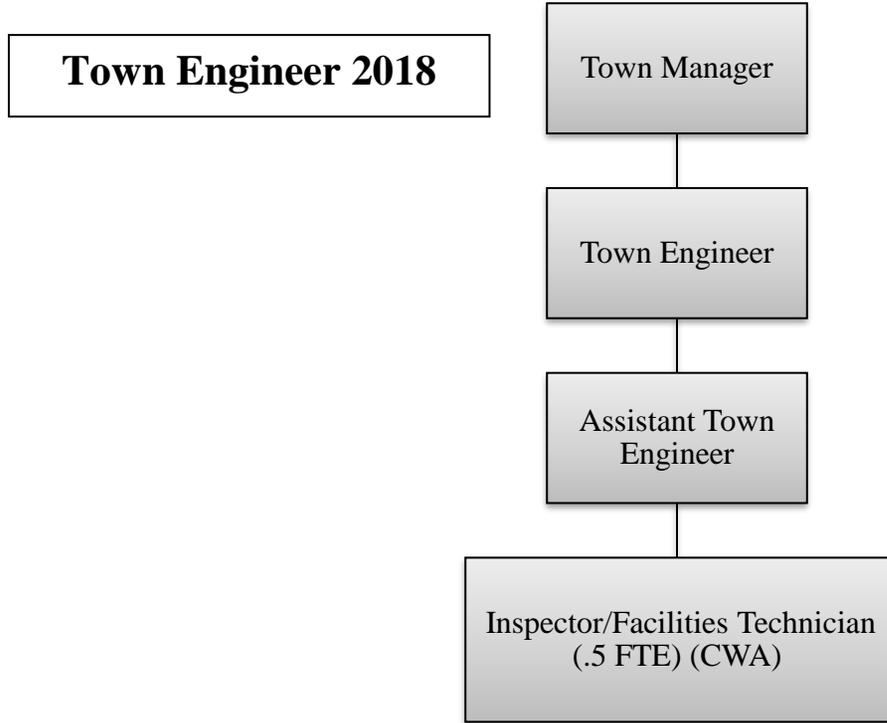
Programs & Services:

The Engineering Department supports the maintenance and operation of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. The Engineering Department designs projects for various town entities and assists in all levels of procurement for a variety of projects.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
TOWN ENGINEER	96,894.43	100,807.00	102,319.00	102,319.00	103,854.00	103,854.00	1.50%
ASST TOWN ENGINEER	82,974.87	86,325.00	87,620.00	87,620.00	88,935.00	88,935.00	1.50%
PROJECT INSPECTOR - FACILITIES TECH	32,829.03	37,970.00	38,540.00	38,540.00	39,118.00	39,118.00	1.50%
INTERN	2,250.00	-					
LONGEVITY	1,500.00	1,750.00	1,750.00	1,750.00	1,750.00	1,750.00	0.00%
CATEGORY TOTAL	216,448.33	226,852.00	230,229.00	230,229.00	233,657.00	233,657.00	1.49%
EXPENSES							
SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00	0.00%
EQUIPMENT MAINTENANCE	821.65	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
ENGINEERING SERVICES	1,540.00	5,000.00	5,000.00	2,000.00	5,000.00	5,000.00	-60.00%
ADVERTISING	43.17	250.00	250.00	250.00	250.00	250.00	0.00%
OFFICE SUPPLIES	2,362.05	850.00	850.00	850.00	850.00	850.00	0.00%
BOOKS & SUBSCRIPTIONS	-	250.00	250.00	250.00	250.00	250.00	0.00%
TRAVEL-MILEAGE	228.13	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	995.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
DUES AND MEMBERSHIPS	1,367.50	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
EQUIPMENT	350.64	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%
ENCUMBRANCES	876.00						
CATEGORY TOTAL	8,584.14	12,410.00	12,410.00	8,910.00	12,410.00	12,410.00	-28.20%
DEPARTMENT TOTAL	225,032.47	239,262.00	242,639.00	239,139.00	246,067.00	246,067.00	-0.05%

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Engineer	1.0	NON	102,319.00	850.00	103,169.00
Assistant Town Engineer	1.0	NON	87,620.00	600.00	88,220.00
Engineering Inspector	0.5	CWA	38,540.00	300.00	38,840.00
Total Personal Services	2.5		228,479.00	1,750.00	230,229.00



421 Highway Department

Mission Statement:

The Highway Department is a professional team dedicated to enhancing the quality of life in Westford and supporting the Town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure. We are committed to public safety and providing the highest level of service to the community. It is our mission to efficiently manage and maintain the Town's infrastructure system to provide for the safe, convenient and efficient movement of traffic and pedestrians at the lowest cost and best value.

Goals:

- Continue building the GIS asset inventory of Highway Department related infrastructure.
- Work with the Public Properties Infrastructure Committee to compile a list of public properties and maintenance responsibilities.
- To continue to provide the Highway Department employees with the safest possible work place to prevent injuries and property loss and to maximize insurance company savings through their loss prevention reward program.

Description of Changes:

The Highway Department budgets for 22 weeks of the salary for winter snow removal, and the 650 Parks & Grounds budget funds the remaining 30.2 weeks. The WPWA agreement is reflected in the FY18 budget and includes a projection for FY19.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
HIGHWAY SUPERINTENDENT	99,412.44	103,427.00	104,978.00	104,978.00	106,553.00	106,553.00	1.50%
OFFICE MANAGER	60,208.66	61,478.00	62,400.00	62,400.00	63,337.00	63,337.00	1.50%
ADMINISTRATIVE ASSISTANT	42,640.82	46,980.00	48,370.00	48,370.00	49,838.00	49,838.00	2.96%
CREW SUPERVISORS	143,689.81	146,978.00	153,652.00	153,652.00	155,978.00	155,978.00	4.54%
OPERATIONS SUPERVISOR	76,797.44	78,029.00	79,198.00	79,198.00	80,388.00	80,388.00	1.50%
MECHANICS SUPERVISOR	64,535.88	65,960.00	68,967.00	68,967.00	70,011.00	70,011.00	4.56%
PARKS SUPERVISOR	27,095.26	27,800.00	29,067.00	29,067.00	29,507.00	29,507.00	4.56%
CEMETERY SUPERVISOR	24,930.40	25,582.00	26,744.00	26,744.00	27,148.00	27,148.00	4.54%
MECHANIC	57,032.22	58,277.00	60,928.00	60,928.00	61,847.00	61,847.00	4.55%
EQUIPMENT OPERATORS / LABORERS	636,327.07	653,301.00	698,455.00	678,796.00	736,086.00	740,929.00	3.90%
SEASONAL STAFF	19,675.06	30,720.00	30,720.00	20,000.00	30,720.00	30,720.00	-34.90%
OVERTIME - WEEKEND CALL	33,458.08	38,843.00	38,843.00	38,843.00	38,843.00	38,843.00	0.00%
OTHER OVERTIME	30,951.44	21,013.00	21,013.00	21,013.00	21,013.00	21,013.00	0.00%
DEPARTMENTAL STIPENDS	22,824.19	61,840.00	58,540.00	57,840.00	57,840.00	57,840.00	-6.47%
LONGEVITY	18,600.00	21,300.00	20,850.00	20,850.00	22,275.00	23,775.00	-2.11%
CATEGORY TOTAL	1,358,178.77	1,441,528.00	1,502,725.00	1,471,646.00	1,551,384.00	1,557,727.00	2.09%

EXPENSES	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
SPECIAL DETAILS	76,897.78	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	8.33%
UNIFORM ALLOWANCES	19,609.14	20,125.00	21,000.00	21,000.00	21,000.00	21,000.00	4.35%
PHONE ALLOWANCE			5,400.00	5,400.00	5,400.00	5,400.00	
ELECTRICITY	29,106.04	50,000.00	35,000.00	31,000.00	35,000.00	35,000.00	-38.00%
NATURAL GAS	22,170.06	27,400.00	27,400.00	24,000.00	27,400.00	27,400.00	-12.41%
WATER	1,746.73	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
BUILDING MAINTENANCE	40,221.74	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	0.00%
ROAD MAINTENANCE	67,723.39	72,625.00	70,000.00	70,000.00	70,000.00	70,000.00	-3.61%
VEHICLE MAINTENANCE	147,346.69	167,795.00	178,635.00	178,635.00	178,635.00	178,635.00	6.46%
EQUIPMENT MAINTENANCE	13,469.24	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
COMMUNICATIONS EQUIPMENT MAINTENANCE	5,234.33	5,670.00	5,500.00	5,500.00	5,500.00	5,500.00	-3.00%
BLD MAINT SVCS - HVAC	18,160.63	3,500.00	5,000.00	5,000.00	5,000.00	5,000.00	42.86%
BLD MAINT SVCS - ELEVATOR	1,966.85	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
BLD MAINT SVCS - FIRE/ALARM	2,767.38	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
DRAINAGE MAINTENANCE	32,190.86	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%
SIDEWALK MAINTENANCE	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
TRAFFIC LINES / CROSSWALK MAINTENANCE	12,138.55	34,500.00	34,500.00	34,500.00	34,500.00	34,500.00	0.00%
SIGNAL MAINTENANCE	2,316.85	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
BRUSH CHIPPING SERVICES	2,399.19	2,650.00	2,500.00	2,500.00	2,500.00	2,500.00	-5.66%
DAM REPAIR	-	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
DRUG AND ALCOHOL TESTING	835.00	1,270.00	1,000.00	1,000.00	1,000.00	1,000.00	-21.26%
TRAINING & DEVELOPMENT	2,969.47	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
CONTRACTED SERVICES	10,330.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
ADVERTISING	1,929.69	800.00	800.00	800.00	800.00	800.00	0.00%
DIESEL FUEL	43,907.13	35,000.00	35,000.00	44,000.00	35,000.00	35,000.00	25.71%
OFFICE SUPPLIES	2,494.59	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
SIGNS / POSTS SUPPLIES	12,058.57	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%
RESURFACE MATERIAL	2,682.05	89,176.00	89,176.00	60,000.00	89,176.00	89,176.00	-32.72%
ROAD MAINTENANCE MATERIALS	829.76	-	-	-	-	-	
PIPE & PIPE SUPPLIES	1,239.92	-	-	-	-	-	
OTHER PUBLIC WORKS SUPPLIES	9,633.36	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
MEETINGS & CONFERENCES	2,872.32	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
DUES AND MEMBERSHIPS	373.75	325.00	325.00	325.00	325.00	325.00	0.00%
ENCUMBRANCES	133,775.00						
CATEGORY TOTAL	721,396.06	700,436.00	705,836.00	678,260.00	705,836.00	705,836.00	-3.17%
DEPARTMENT TOTAL	2,079,574.83	2,141,964.00	2,208,561.00	2,149,906.00	2,257,220.00	2,263,563.00	0.37%

Programs & Services:

The Highway Department provides maintenance and improvement to approximately 153+ miles of town roads. Some responsibilities of the Highway Department include: maintenance of town equipment, roads, traffic lines, installation of traffic and street signs, brush control along roadways, street cleaning, catch basins and storm water drain cleaning, drainage systems, snow and ice control, resurfacing, sealing of streets, maintaining 9 town owned bridges and 3 dams. In addition to these tasks, the Highway Department also works as agents of the Tree Warden, maintaining all shade trees within the town's right-of-ways.

The Highway Department consists of 25 employees and two to four seasonal summertime employees. The department has at its disposal approximately 50 major pieces of equipment with attachments with a value in excess of \$4 million to accomplish its work. The amount of equipment used by the Highway Department is a result of the variety of types of work undertaken.

Additional Information:

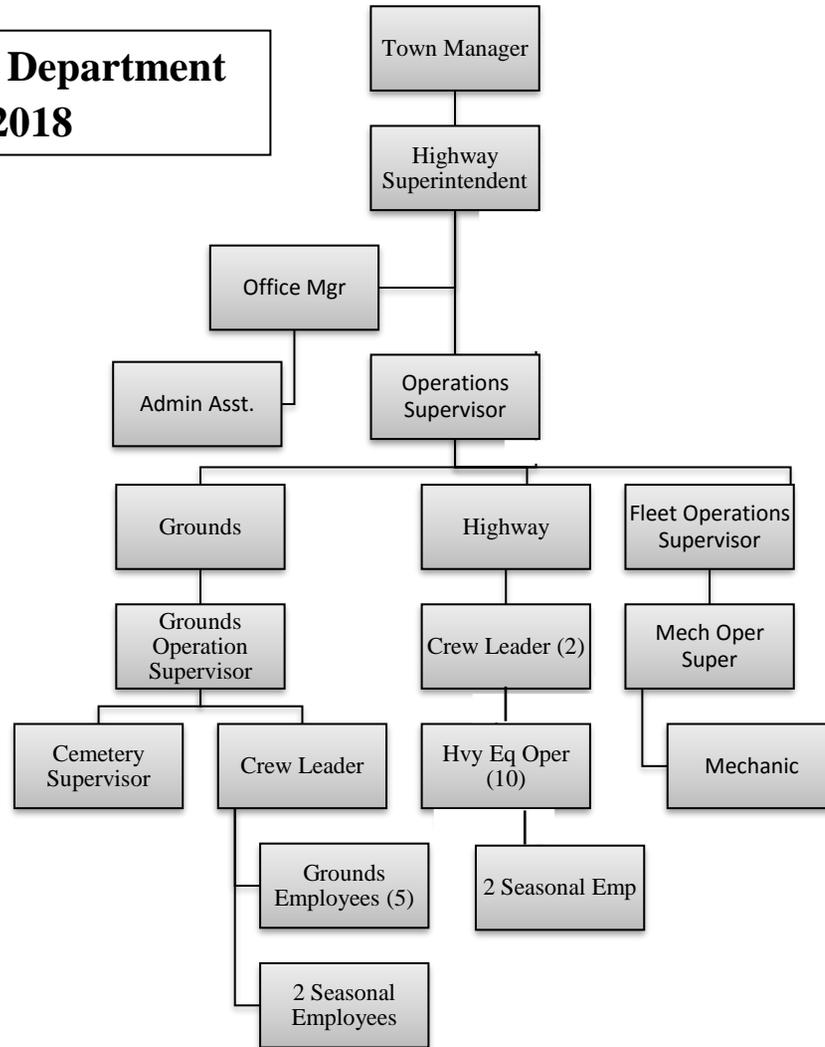
In 1992, the town had approximately 79 miles of accepted roads. Today we have approximately 153 miles for an increase of 74 miles of accepted town roads.

In the late 1980s the town had 1.5 mechanics, 13 Highway Maintenance employees, 1 employee for Parks & Grounds and 1 employee for Cemeteries. Today we have 2 mechanics, 13 Highway Maintenance employees, 7 employees for Parks & Grounds and 1 employee for Cemeteries. The Parks/Grounds/Cemeteries employees are partially funded in the Highway Budget (42%).

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipends	Total
Highway Superintendent	1.0	EXEM	104,978.00	2,100.00		107,078.00
Office Manager	1.0	OPEIU	62,400.00	2,600.00		65,000.00
Administrative Assistant	1.0	CWA	48,370.00	600.00		48,970.00
Crew Supervisor	2.4	WPWA	153,652.00	4,500.00		158,152.00
Operations Supervisor	1.0	WPWA	79,198.00	2,500.00		81,698.00
Mechanics Supervisor	1.0	WPWA	68,967.00	1,100.00		70,067.00
Parks Supervisor	0.4	WPWA	29,067.00	1,050.00		30,117.00
Cemetery Supervisor	0.4	WPWA	26,744.00	800.00		27,544.00
Mechanic	1.0	WPWA	60,928.00			60,928.00
Equipment Operators	12.1	WPWA	678,796.00	5,600.00		684,396.00
Seasonal Staff/OT			20,000.00			20,000.00
Weekend Call			38,843.00			38,843.00
Other Overtime			21,013.00			21,013.00
Departmental Stipends					57,840.00	57,840.00
Total Personal Services	21.3		1,392,956.00	20,850.00	57,840.00	1,471,646.00

**Highway Department
2018**



7 Highway workers are assigned to Parks & Grounds seasonally.

423 Snow & Ice

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
EMERGENCY OVERTIME	208,050.58	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%
CATEGORY TOTAL	208,050.58	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%
EXPENSES							
EQUIPMENT MAINTENANCE	14,648.20	32,345.00	32,345.00	32,345.00	32,345.00	32,345.00	0.00%
TREE/BRUSH REMOVAL							
CONTRACTED SNOW REMOVAL	24,862.00	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%
GASOLINE	10,267.29	11,820.00	11,820.00	11,820.00	11,820.00	11,820.00	0.00%
PLOW BLADES	9,975.14	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00	0.00%
SAND AND SALT	242,300.04	173,025.00	173,025.00	173,025.00	173,025.00	173,025.00	0.00%
CATEGORY TOTAL	302,052.67	324,000.00	324,000.00	324,000.00	324,000.00	324,000.00	0.00%
DEPARTMENT TOTAL	510,103.25	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	0.00%

Description of Changes:

By statute, the Town is allowed to overspend the snow & ice budget. In Fiscal Year 2016, the Town appropriated an additional \$122,000 in free cash to fund the excess expenditures. In FY17 and FY18, we currently have an additional \$400,000 in free cash to fund any deficit that occurs.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Emergency Overtime			76,000.00		76,000.00
Total Personal Services	0.0		76,000.00	-	76,000.00

424 Street Lights

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
ELECTRICITY STREET LIGHTS	100,162.98	109,500.00	109,500.00	109,500.00	109,500.00	109,500.00	0.00%
STREET LIGHT MAINTENANCE	8,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
BILL OF PRIOR YEAR	9,938.87						
ENCUMBRANCES	1,436.00						
CATEGORY TOTAL	119,537.85	114,500.00	114,500.00	114,500.00	114,500.00	114,500.00	0.00%
DEPARTMENT TOTAL	119,537.85	114,500.00	114,500.00	114,500.00	114,500.00	114,500.00	0.00%

Description of Changes:

There are no changes in the FY18 budget.

Programs & Services:

The town has approximately 1,000 National Grid owned pole mounted light fixtures and 115 town owned underground electrically fed street lights.

427 Stormwater Management

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
STREET WASTE DISPOSAL SERV	13,207.24	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
TESTING / WATER QUALITY SERV	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
ENGINEERING SERVICES	4,800.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
SYSTEM UPGRADE SERVICES	1,390.80	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
ENCUMBRANCES	23,340.00						
CATEGORY TOTAL	42,738.04	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%
DEPARTMENT TOTAL	42,738.04	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%
HIGHWAY DEPARTMENT TOTAL	2,751,953.97	2,704,464.00	2,771,061.00	2,712,406.00	2,819,720.00	2,826,063.00	0.29%

Description of Changes:

The Stormwater Management budget is level funded from Fiscal Year 2017.

Programs & Services:

The stormwater budget is dedicated to support the federally mandated stormwater program. Portions of the account cover disposal (in a landfill) of soils removed from the approximate 4,000 town storm drain structures and all materials removed with our street sweeping program. Additionally, funds are used by the Engineering Department for testing stormwater outfalls, engineering drainage improvements to our system, and the overall maintenance of our stormwater system.

432 Recycling**Mission Statement:**

The mission of the Westford Recycling Commission is to:

1. Increase awareness of the financial and environmental impacts of recycling;
2. Provide opportunities for non-curbide recycling
3. Educate residents on options to reduce, reuse, repurpose, and recycle; and
4. Implement programs that encourage diversion from the trash.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
CURBSIDE COLLECTION-RECYCLING	394,999.70	425,000.00	437,750.00	437,750.00	450,890.00	464,420.00	3.00%
DISPOSAL SERVICES		35,000.00	70,000.00	55,000.00	70,000.00	70,000.00	57.14%
FUEL SURCHARGE/CREDIT		4,000.00	6,880.00	6,880.00	6,880.00	6,880.00	72.00%
HAZARDOUS WASTE DISPOSAL ENCUMBRANCES		12,000.00			12,000.00		-100.00%
CATEGORY TOTAL	394,999.70	476,000.00	514,630.00	499,630.00	539,770.00	541,300.00	4.96%
DEPARTMENT TOTAL	394,999.70	476,000.00	514,630.00	499,630.00	539,770.00	541,300.00	4.96%

Description of Changes:

Recycling tonnage increased by 123.7 tons or 5.8% in FY2016 vs FY2015 (March to March data) saving the town \$8,535 that would have been spent at the incinerator had it been trashed. Trash tonnage increased 46.77 tons, or 0.6%, over the same period, and cost the Town an additional \$3,277.

On July 1, 2016, Westford began using Republic Services, Inc. as its curbside recycling vendor. The request for proposal added some additional variable expenses to the budget. In addition to the flat curbside collection fee, the town is also being charged a “blended rate variable” disposal fee based on the tonnage of recyclables collected. The expense for FY18 is expected to be \$55,000. However, fluctuations in the market can lead to this expense increasing or decreasing, and the town may need to seek a supplement to this budget if the market is unfavorable. In addition to the “blended rate variable” fee, the town also has a fuel surcharge or credit. The town must pay for gasoline costs in excess of \$2.25 per gallon, and Republic Services will give a credit to the town for gasoline expenses that are less than \$2.25 per gallon. The Town signed a 3-year contract with Republic Services through June 30, 2019 with a two-year mutual option to extend the contract.

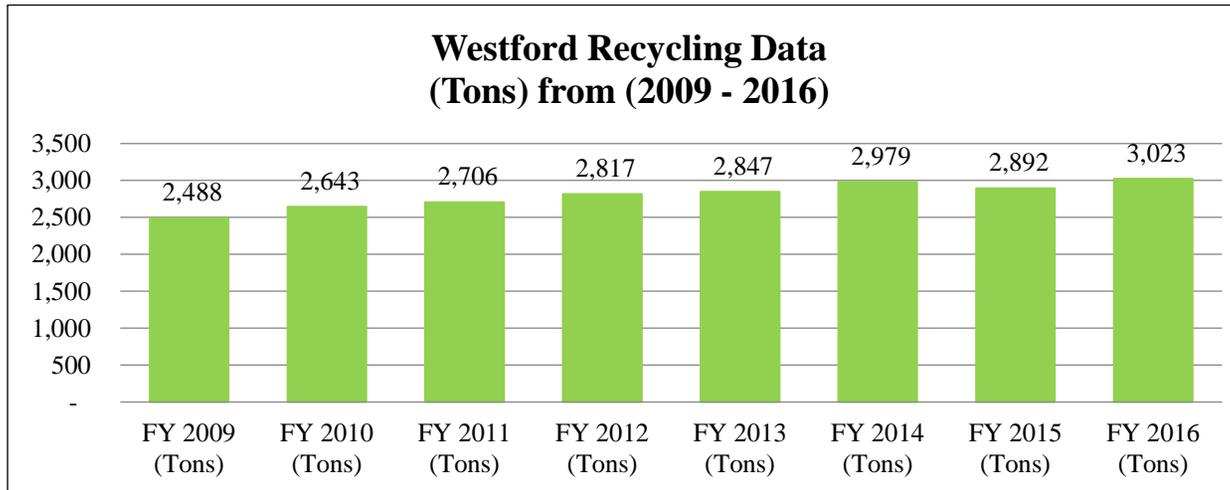
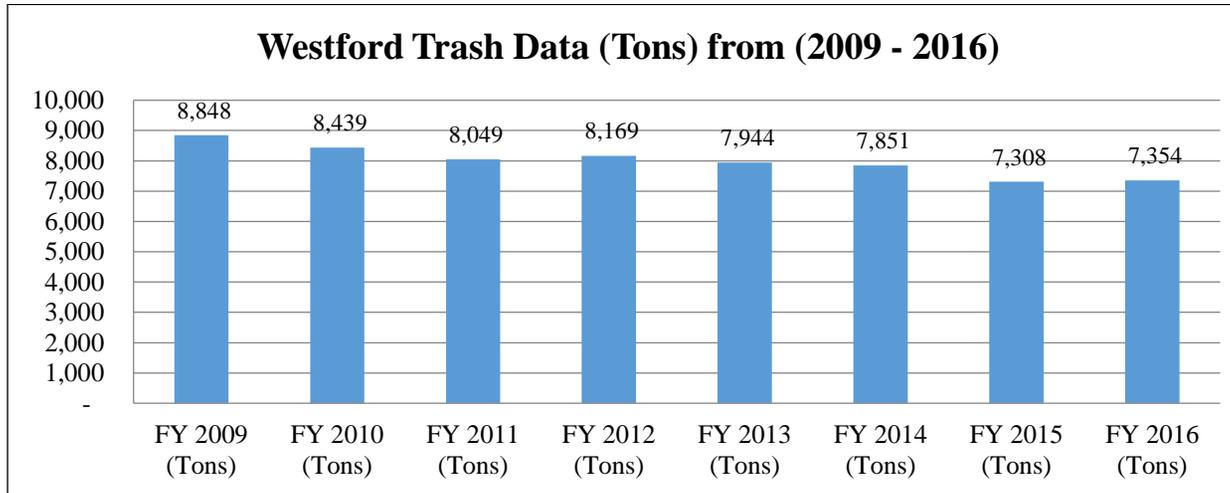
Recycling Commission Revolving Account 28432432

Fiscal Year 2016 Activity			
	Income	Expenses	
Beginning Balance			\$ 8,839
64 gallon toters	\$ 9,065	(\$ 10,098)	
Compost bins	1,485		
Brush collection	340		
Covanta grants	833		
NE Clothes Recycling	500		
Tipping fee offset	75		
Printing and Mailing Recycling Guide		(2,399)	
Totals	\$ 12,298	(\$12,497)	
Balance June 30, 2016			\$8,640

Programs & Services:

Recycling pick up is every other week for Westford residents. Throughout the year, special collection events are held including; Electronics Collection, Brush Chipping, Household Hazardous Waste Collection, and the Litter League Green Team where residents partner with the Highway Department for litter pickup. Please visit the Recycling Commissions' website at http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_recycling/index for a schedule of events.

Capturing the Savings Westford had an increase of 46 tons of trash in FY 2016, a 0.6% increase, resulting in an additional expense of \$3,174 compared to the previous year. Recycling tonnage increased by 131 tons or 4.5% over the same period. The overall trend for trash tonnage shows a reduction in trash generation by residents whereas the recycling data shows a positive trend with an increase of recycling activity over the last 10 years.



433 Solid Waste

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
CURBSIDE COLLECTION-SOLID WASTE	630,567.40	629,012.00	629,012.00	629,012.00	629,012.00	629,012.00	0.00%
NESWC FEES	507,447.39	525,000.00	530,000.00	530,000.00	530,000.00	530,000.00	0.95%
LANDFILL MONITORING SUPPLIES	10,325.28	10,000.00	10,500.00	10,500.00	10,500.00	10,500.00	5.00%
ENCUMBRANCES	179.00						
CATEGORY TOTAL	1,148,519.07	1,164,012.00	1,169,512.00	1,169,512.00	1,169,512.00	1,169,512.00	0.47%
DEPARTMENT TOTAL	1,148,519.07	1,164,012.00	1,169,512.00	1,169,512.00	1,169,512.00	1,169,512.00	0.47%

Description of Changes:

In 2013, Westford joined with six other communities to negotiate a reduced waste disposal tipping fee for the two remaining years of our existing agreement, while extending the agreement for three additional years. The new tipping fee rates for fiscal year 2016 through 2018 are lower than FY13 tipping fee of \$73.00 per ton. In FY18, the tipping fee will be \$70 per ton.

Westford had an increase of 46 tons of trash in FY2016 compared to the previous year. This is a 0.6% increase in trash during this period which resulted in an additional tipping fees expense of \$3,174. The current tipping fee for FY17 per ton of trash is \$70.

Programs & Services:

This budget funds the contract with Acme Waste Services for weekly curbside refuse collection and the disposal costs (also known as “tipping fees”) charged for each ton delivered to the incinerator company.

Solid Waste Tonnage – FY09 to FY16	
Fiscal Year 2009	8,848 tons
Fiscal Year 2010	8,439 tons
Fiscal Year 2011	8,048 tons
Fiscal Year 2012	8,168 tons
Fiscal Year 2013	7,944 tons
Fiscal Year 2014	7,851 tons
Fiscal Year 2015	7,308 tons
Fiscal Year 2016	7,354 tons

442 Wastewater Treatment Management

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
CENTER SEWER SYSTEM MAINTENANCE	1,500.00	8,940.00	6,000.00	6,000.00	8,940.00	8,940.00	-32.89%
ABBOT REPAIRS & SERVICES	5,803.02	10,000.00	10,000.00	10,000.00	15,000.00	15,000.00	0.00%
ABBOT BUILDING MAINTENANCE SVCS - SEPT	3,581.48	3,736.00	3,117.00	3,117.00	3,273.00	3,437.00	-16.57%
ABBOT SLUDGE PUMPING & REMOVAL	2,491.88	2,599.00	3,960.00	3,960.00	4,040.00	4,120.00	52.37%
ABBOT MONITORING / TESTING SERVICES	3,927.44	4,097.00	3,750.00	3,750.00	3,938.00	4,134.00	-8.47%
ABBOT CONTRACTED SERVICES	24,027.34	25,062.00	25,325.00	25,325.00	26,591.00	27,921.00	1.05%
ABBOT SEPTIC SUPPLIES	541.72	565.00	569.00	569.00	597.00	627.00	0.71%
BLANCHARD REPAIRS & SERVICES	16,416.85	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
BLANCHARD BUILDING MAINTENANCE SVCS	3,581.48	3,736.00	3,117.00	3,117.00	3,273.00	3,437.00	-16.57%
BLANCHARD SLUDGE PUMPING & REMOVAL	3,250.27	3,390.00	3,960.00	3,960.00	4,040.00	4,120.00	16.81%
BLANCHARD MONITORING / TESTING SERVICE	5,047.59	5,265.00	4,382.00	4,382.00	4,601.00	4,831.00	-16.77%
BLANCHARD CONTRACTED SERVICES	24,027.34	25,062.00	25,325.00	25,325.00	26,591.00	27,921.00	1.05%
BLANCHARD SEPTIC SUPPLIES	541.72	565.00	569.00	569.00	597.00	627.00	0.71%
STONY BROOK REPAIRS & SERVICES	3,120.49	10,000.00	10,000.00	10,000.00	15,000.00	15,000.00	0.00%
STONY BROOK BUILDING MAINTENANCE SVCS	3,581.48	3,736.00	3,117.00	3,117.00	3,273.00	3,437.00	-16.57%
STONY BROOK SLUDGE PUMPING & REMOVA	2,491.88	2,599.00	3,960.00	3,960.00	4,040.00	4,120.00	52.37%
STONY BROOK MONITORING / TESTING SERVI	11,653.05	12,155.00	12,328.00	12,328.00	12,944.00	13,592.00	1.42%
STONY BROOK CONTRACTED SERVICES	24,027.34	25,062.00	25,325.00	25,325.00	26,591.00	27,921.00	1.05%
STONY BROOK SEPTIC SUPPLIES	541.72	565.00	569.00	569.00	597.00	627.00	0.71%
WA REPAIRS & SERVICES	9,594.41	15,450.00	15,000.00	15,000.00	16,000.00	16,000.00	-2.91%
WA BUILDING MAINTENANCE SVCS - SEPTIC	3,581.48	3,736.00	3,117.00	3,117.00	3,273.00	3,437.00	-16.57%
WA SLUDGE PUMPING & REMOVAL	3,250.27	3,390.00	3,960.00	3,960.00	4,040.00	4,120.00	16.81%
WA MONITORING / TESTING SERVICES	17,785.69	18,551.00	20,191.00	20,191.00	21,200.00	22,260.00	8.84%
WA CONTRACTED SERVICES	24,027.34	25,062.00	25,325.00	25,325.00	26,591.00	27,921.00	1.05%
WA SEPTIC SUPPLIES	541.72	565.00	569.00	569.00	597.00	627.00	0.71%
ENCUMBRANCES	1,344.00						
CATEGORY TOTAL	200,279.00	228,888.00	228,535.00	228,535.00	250,627.00	259,177.00	-0.15%
DEPARTMENT TOTAL	200,279.00	228,888.00	228,535.00	228,535.00	250,627.00	259,177.00	-0.15%

Description of Changes: In FY14, the Water Enterprise assumed management responsibility of the school waste water treatment plants. In FY16, the 440 Sewerage Collection budget of \$8,940 was transferred to this budget. Overall, the FY18 budget is decreasing by 0.15%.

491 Cemetery

Mission Statement:

The mission of the Cemetery Department is to operate, maintain and preserve Westford's six cemeteries; Fairview, Hillside, Pine Grove, Westlawn, Wright and Pioneer burial ground. Our goal is to ensure services are appropriate, cost-effective, and of the highest quality while providing a clean, safe, and serene environment for all.

Goals:

- To work with Cemetery Commission on a master plan for future cemetery expansion
- Continue to update cemetery records creating a user friendly database
- To assure cemeteries are ready for holiday visits

Description of Changes:

The Cemetery Department is a division of the Parks, Recreation, & Cemetery Department. The one full time employee is shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. The salary is reflected in both budgets. Repairs to vehicles used for both cemetery and highway related events are shared. The Senior Assistant has job responsibilities in the Cemetery as well as Recreation.

Personal Services: Changes in personal services are due to COLAs and settlement of Collective Bargaining Agreements.

Expenses: There is a slight decrease in expenses due to contracted fuel pricing.

Programs & Services:

The Cemetery Department, with one full time employee, provides preservation and support for the Town's cemeteries including showing and selling burial lots, grounds keeping including moving, caring for turf, trees, walls, roadways, flower beds; readying grounds for Memorial Day and Veterans Day events, arranging for interments, preserving and protecting grave markers, and assisting the general public and visitors. The Cemetery Supervisor and Senior Assistant work with funeral directors, families, relatives, Veteran's Agent and contractors in the coordination of burials, sale of lots, and genealogical research. The new single grave lot section created last fiscal year is almost completely sold. A new section is being cleared for additional grave lots. A solar panel with flag pole light was added to the Contemplation Garden.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
DIRECTOR	14,404.00	14,692.00	15,514.00	15,514.00	15,747.00	15,747.00	5.59%
SENIOR ASSISTANT	18,794.00	18,722.00	18,722.00	18,722.00	18,722.00	18,722.00	0.00%
CEMETERY SUPERVISOR	34,449.28	35,117.00	36,712.00	36,712.00	37,267.00	37,267.00	4.54%
SEASONAL STAFF	5,400.00	6,500.00	6,500.00	6,500.00	6,500.00	6,500.00	0.00%
SEASONAL OVERTIME	5,000.00	3,900.00	4,300.00	4,300.00	4,300.00	4,300.00	10.26%
LONGEVITY	1,600.00	1,650.00	1,900.00	1,900.00	2,150.00	2,150.00	15.15%
CATEGORY TOTAL	79,647.28	80,581.00	83,648.00	83,648.00	84,686.00	84,686.00	3.81%
EXPENSES							
ELECTRICITY	549.87	500.00	500.00	600.00	500.00	500.00	20.00%
PROPANE GAS	1,744.86	3,000.00	3,056.00	2,000.00	3,200.00	3,200.00	-33.33%
WATER	174.92	200.00	200.00	200.00	250.00	250.00	0.00%
GROUNDS MAINTENANCE	2,586.07	5,000.00	5,000.00	4,000.00	5,000.00	5,000.00	-20.00%
EQUIPMENT MAINTENANCE	3,471.58	5,625.00	5,625.00	4,000.00	5,625.00	5,625.00	-28.89%
OTHER CONTRACTUAL SERVICES	451.32	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
BUILDING LEASE			6,664.00	6,664.00	6,664.00	6,664.00	
ADD'L BULDING EXPENSES - LEASED			150.00	150.00	150.00	150.00	
GASOLINE	3,733.78	5,000.00	4,500.00	4,000.00	4,500.00	4,500.00	-20.00%
OFFICE SUPPLIES	265.28	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	145.00	130.00	145.00	145.00	145.00	145.00	11.54%
DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	100.00	0.00%
ENCUMBRANCES							
CATEGORY TOTAL	13,222.68	20,755.00	27,140.00	23,059.00	27,334.00	27,334.00	11.10%
DEPARTMENT TOTAL	92,869.96	101,336.00	110,788.00	106,707.00	112,020.00	112,020.00	5.30%

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	0.1	EXEM	15,514.00		15,514.00
Senior Assistant	0.4	CWA	18,722.00	1,100.00	19,822.00
Cemetery Supervisor	0.6	WPWA	36,712.00	800.00	37,512.00
Seasonal Staff			6,500.00		6,500.00
Overtime			4,300.00		4,300.00
Total Personal Services	1.1		81,748.00	1,900.00	83,648.00

Metrics:

DESCRIPTION	TYPE	FY'14	FY'15	FY'16
SALE OF LOTS	SINGLE GRAVE	7	12	12
	2 GRAVE LOT	4	7	14
	3 GRAVE LOT	1	0	2
	4 GRAVE LOT	4	2	0
	CREMATION LOTS	11	7	2
	NICHES - COLUMBARIUM	3	1	2
	TOTAL SALE OF LOTS	30	29	32
BURIALS	FULL BURIAL	15	24	29
	CREMATION BURIAL	16	20	28
	TOTAL BURIALS	31	44	57
MONUMENTS		22	26	7

Health & Human Services

510 Board of Health

Mission Statement:

The mission of the Westford Health Department/ Board of Health is to achieve the highest level of wellness for all Westford residents and employees by reducing the incidence of illness and death. This is accomplished by assessing community needs, adopting and enforcing health regulations, and implementing improved community strategies to provide affordable quality health care and preventative health programs and services.

Department Goals for 2017-2018

- Establish goals and objectives for Healthy Westford and a timeline for implementation.
- Develop town-wide database for high risk individuals in coordination with Emergency Management, Upper Merrimack Valley Medical Reserve Corps (UMVMRC) and Senior Center.
- Distribute 72-hour emergency kits to vulnerable residents through a received grant initiative.
- Continue to develop a medical needs/ vulnerable population shelter plan for Westford.
- Work with MDPH on the transition Health and Medical Care Coalition transition.
- Review all local regulation for possible updates.
- Continue to meet additional FDA standards.
- Continue to chair the Healthy Lakes and Ponds Collaborative and oversee contract work.
- Continue to chair Healthy Westford Community group establishing strategic plan and beginning implementation of goals and objectives.
- Revisit fee schedule and amend as appropriate.
- Continue Cut It Out domestic violence and QPR depression trainings throughout town.
- Strengthen UMVMRC and develop transition plan.
- Secure grants and revenue to supplement existing budget.
- Begin discussions on department national accreditation.
- Support the department in development of long term planning and succession planning.
- Provide town education of polystyrenes for implementation date of July 1,2017 and explore plastic ban.
- Ensure that the Westford Health Department remains a model health department in the state providing high quality prevention education, services, programs and progressive policy development.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
HEALTH DIRECTOR	97,875.33	101,828.00	103,355.00	91,350.00	92,721.00	92,721.00	-10.29%
HEALTH AGENT	66,399.62	71,029.00	74,546.00	74,546.00	78,235.00	78,235.00	4.95%
DIRECTOR - ENVIRON SERVICES	70,671.31	80,910.00	80,109.00	80,109.00	81,311.00	81,311.00	-0.99%
FOOD INSPECTOR	31,867.70	32,547.00	33,036.00	33,036.00	33,531.00	33,531.00	1.50%
NURSE	57,267.96	59,352.00	60,244.00	60,244.00	61,153.00	61,153.00	1.50%
SUBSTANCE ABUSE COORDINATOR	29,592.96	30,979.00	32,229.00	32,229.00	33,531.00	33,531.00	4.03%
ADMINISTRATIVE ASSISTANT	50,028.90	49,838.00	49,838.00	49,838.00	49,838.00	49,838.00	0.00%
OTHER SUPPORT STAFF	436.48						
LONGEVITY	4,262.00	5,110.00	5,246.00	2,646.00	3,544.00	3,544.00	-48.22%
CATEGORY TOTAL	408,402.26	431,593.00	438,603.00	423,998.00	433,864.00	433,864.00	-1.76%
EXPENSES							
VEHICLE MAINTENANCE	2,011.55	1,600.00	1,600.00	1,600.00	2,000.00	2,500.00	0.00%
CONTRACTED CLERICAL SERVICES	1,575.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
BIOHAZARD WASTE DISPOSAL	1,285.68	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
LABORATORY SERVICES	55.00	800.00	800.00	500.00	800.00	800.00	-37.50%
DENTAL SERVICES	3,460.75	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%
CONSULTING SERVICES	2,317.00	4,000.00	4,000.00	3,000.00	4,000.00	4,000.00	-25.00%
ADVERTISING - LEGAL	147.06	500.00	500.00	500.00	500.00	500.00	0.00%
PRINTING SERVICES	5,882.98	4,500.00	4,800.00	4,800.00	5,000.00	5,000.00	6.67%
GASOLINE	829.82	1,500.00	1,500.00	1,200.00	1,500.00	1,500.00	-20.00%
OFFICE SUPPLIES	5,037.63	3,600.00	3,800.00	3,800.00	4,000.00	4,000.00	5.56%
HEALTH / MEDICAL SUPPLIES	2,909.66	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%
TRAVEL - MILEAGE	2,635.03	2,300.00	2,300.00	2,300.00	2,300.00	2,300.00	0.00%
MEETINGS & CONFERENCES	2,510.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
DUES & MEMBERSHIPS	970.00	825.00	900.00	900.00	900.00	900.00	9.09%
ENCUMBRANCES							
CATEGORY TOTAL	31,627.16	32,775.00	33,350.00	31,750.00	34,150.00	34,650.00	-3.13%
DEPARTMENT TOTAL	440,029.42	464,368.00	471,953.00	455,748.00	468,014.00	468,514.00	-1.86%

Description of Changes:

Overall, the Board of Health budget shows a 1.86% decrease for FY18. The expense budget was reduced from FY17 by \$1,025.

Programs & Services:

The Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff promote positive health practices, protect the health of the community, and encourage healthy behaviors.

Health Services focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. We address a comprehensive range of health conditions and concerns. Programs and services include: communicable disease surveillance and communicable disease control; immunization programs including yearly community and school-based flu clinics; health fairs; educational health programs for community and schools; lead program; health screenings; mental programs and referrals; substance abuse prevention services; school-based dental program for grades k-6; senior dental program; tobacco control including enforcement of state and local smoking control requirements, issuance of permits for tobacco retailers and compliance monitoring; town employee wellness program; sharps program and unwanted medication drop off; emergency preparedness.

Environmental Services focuses on the assessment, management, control, and prevention of environmental factors that may adversely affect the health, safety or well-being of residents. Programs and services include: Title V inspections and permitting; swimming pool inspections; beach testing; licensing and inspection of all food establishments; inspection and licensing of all recreational camps; hazardous materials and storage by-laws; animal, rodent and vector control; mercury program; investigation of environmental violations; site plan reviews; groundwater protection and surveillance; housing inspections and enforcement actions; abatement of general health nuisances; educational programs on environmental and food safety issues.

Significant Departmental Accomplishments:

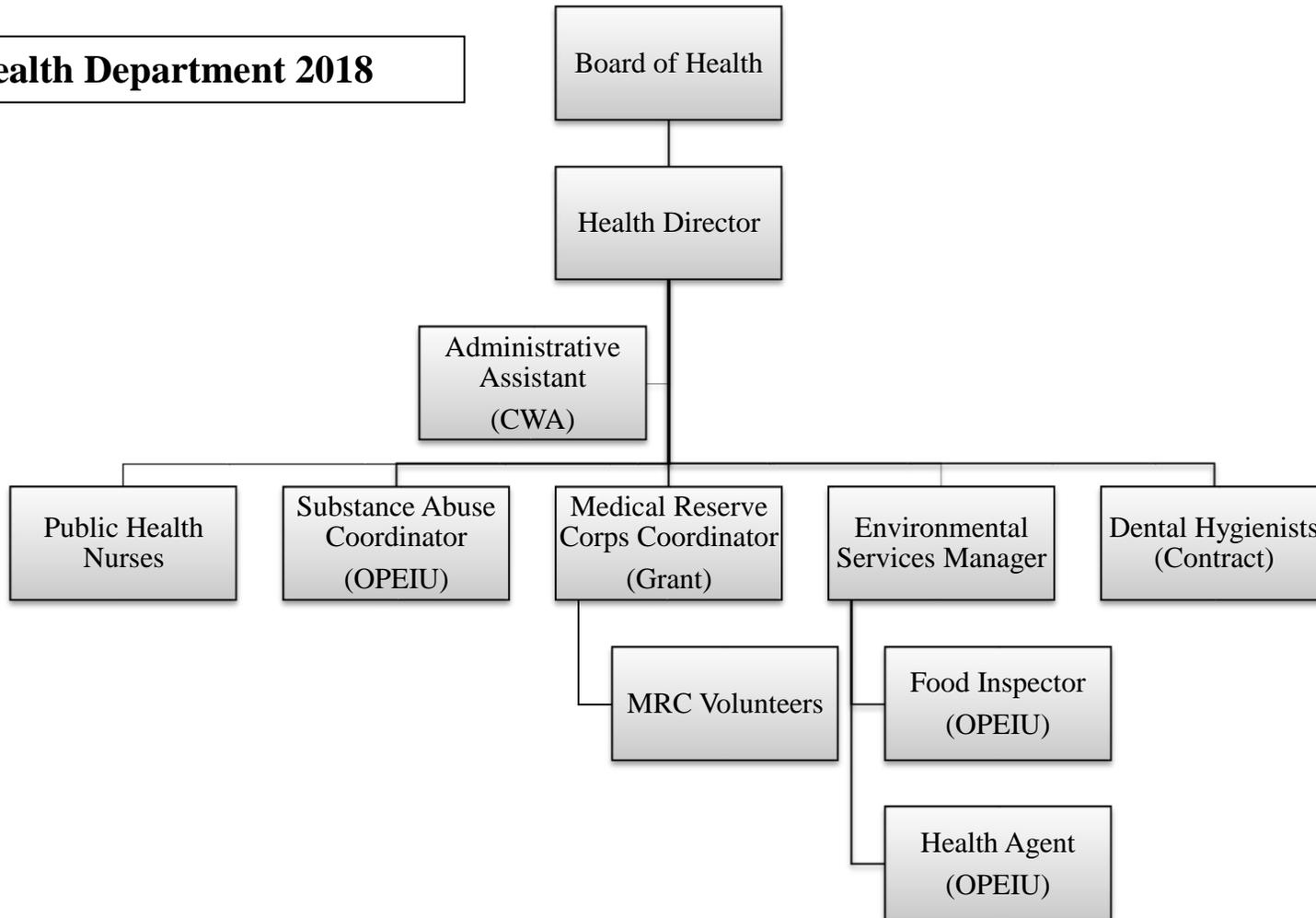
- Assessed community health assessment data and evaluated current programs and services based on results.
- Explored social media avenues for dissemination of health information.
- Began hazmat inspections with fire department.
- Established a multi-prong approach to community education on Lyme/tick borne illness resources.
- Worked with Pedestrian Safety Committee to improve town safety. Brought in Mark Fenton to consult with town and hosted a Community Forum for businesses and key town personnel.
- Organized and chaired Westford Healthy Community Committee- established mission and began strategic planning sessions to develop short and long term committee goals.
- Explored a 5-year FDA grant for compliance with voluntary food standards while working to complete multiple FDA standards for our community. Continued development of food policies and procedures.
- Formed town food advisory committee.
- Worked to educate the community on the polystyrene ban before town meeting.

- Continued to strengthen MRC response capabilities in community and region with trainings, and drills.
- Established an inventory management system for emergency equipment including Emergency Management supplies.
- Worked on developing the town's special medical/ functional needs shelter plan for inclusion in Westford's shelter plan.
- Provided a robust selection of town employee wellness programs.
- Provided an additional 54 shingles shots to senior citizens.
- Sought grants and outside resources to assist with town revenue stream and to enhance services.
- Secured over \$10,000 for the shingles program.
- Continued to chair Healthy Lakes/Pond Collaborative, which included community education and enhanced monitoring. Utilized CPC funds that were secured in 2014, to treat Burges' Pond, Old Mill/Graniteville Ponds and Keyes Pond for invasive weeds. The contract was valued between 49K and 58K for services that included the treatment and post treatment testing of all three water bodies.
- Received a \$15,000 grant through Upper Merrimack Valley Medical Reserve Corps(UMVMRC) to assist with outreach to vulnerable populations, utilizing the UMVMRC volunteer base. With grant funds, purchased supplies and assembled one hundred 72-hour emergency preparedness kits for distribution to our elderly homebound.
- Utilized volunteer Medical Reserve Corp members to staff 7 community/ school-based flu clinics and 7 public health events/clinics that saved Westford over \$18,152 in staffing costs, based on a 2015 economic impact of volunteer calculator.
- Provided CPR training for 19, utilizing MRC trainers. Participants are trained to use AED and to use perform CPR.
- Provided 2097 flu doses. Sought reimbursement for administration and vaccine, securing \$72,133 in revenues for the community.
- Sought and received ~ \$10,000 in private donations to sustain the senior dental program, which provides free dental care to the uninsured and underinsured elderly in town.
- Submitted and received \$17,065 in grants from FDA to assist with our Food Inspectional Program, staff training, and ensure department meets standards for the FDA Risk Based Food Protection. Used funding to develop policies and procedures, implement additional standards and purchase software to enable web based inspectional services.
- Provided 2 ServSafe certification programs for food handlers and organizations.
- Provided sharps pick-up for medical waste and worked collaboratively with Police Department to include medication drop off at the Police Department and drop off days in conjunction with DEA.
- Provided 2 trainings for real estate agents and residents on Title 5.
- Provided Domestic Violence programs and services through the Westford Coalition for Non-Violence committee and continued monthly taskforce committee meetings and activities.
- Trained 20 MRC members on the National Cut It Out, train the trainer program, and by utilizing MRC volunteers, provided domestic violence trainings to hair salons. Trained over 60 stylists working in collaboration with the Middlesex DA's office.
- Updated tobacco regulations based on research, science and best practices, including ban on flavored cigarettes.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Health Director	1.0	EXEM	91,350.00	-	91,350.00
Director Environmental Svcs	1.0	EXEM	80,109.00	-	80,109.00
Health Agent	1.0	OPEIU	74,546.00	850.00	75,396.00
Nurse	0.8	NON	60,244.00	-	60,244.00
Substance Abuse Coordinator	0.4	OPEIU	32,229.00	240.00	32,469.00
Food Inspector	0.5	OPEIU	33,036.00	456.00	33,492.00
Administrative Assistant	1.0	CWA	49,838.00	1,100.00	50,938.00
Total Personal Services	5.7		421,352.00	2,646.00	423,998.00

Health Department 2018



Metrics

	FY15	FY16	Services	FY15	FY16
Babesiosis	1	1	Seasonal Flu immunizations	2637	1919
Campylobacter	10	8	School Flu Immunizations	270	178
Cryptosporidiosis	1	1	Pneumonia	29	15
Influenza (FLU)	42	16	Clinics		
Giardia	1	3	Cholesterol Screening	12	15
Group A or B Strep	0	0	Tuberculosis Testing	16	4
Hepatitis A	0	0	Immunizations	106	89
Hepatitis B	6	2	Pap Smear Clinic	2	2
Hepatitis C	6	2 confirmed 2 probable 2 suspect	Home Visits	42	34
HGA	4 confirmed 1 probable	12 confirmed 2 probable 1 suspect	School Dental Program	287	280
Legionellosis	1	0	Hypertension Screening	310	295
Lyme Disease	18 confirmed 24 probable	8 confirmed 8 probable 55 suspect	Animal Bite Consultation	19	16
Pertussis	4	4	Hearing	22	31
Salmonella	2	4	Educational Programming		
Shiga Toxin Producing Organism	2	2	Number of Programs	17	21

Strep Pneumonia	0	1	Participants	758	630
Active TB	3	3	CPR trained	32	19
TB- Latent	1	3 confirmed 4 suspect	Employee Health Programs		
Toxoplasmosis	0	0	Number of Programs	12	16
Varicella	2	1	Participants	648	952
Yersiniosis	0	0	Arranged discounted health club membership for employees		

Applications Reviewed/Permits Approved

Septic Related	FY15	FY16	Food Service Related	FY15	FY16
Septic Haulers/Installers	72	68	Permitted Food Establishments	173	182
Soil Evaluations & Percolation Testing	79	143	Food Establishment Complaints	9	8
System Construction	140	151	Catering Licenses	7	9
Portable Chemical Toilets	12	13	Other (Frozen Dessert, Milk & Cream)	104	110
Title 5 Inspections Reviewed	256	281	Food Establishment Plans Reviewed	7	7
System Construction Inspections	374	420	Mobile	17	18
			Seasonal Establishments	32	25

Water/Well Systems Related			Temporary Events	116	82
Wells/Water Systems	28	38	Farmer's Market	24	21
			Residential	11	11
Camp/Camping Related			Miscellaneous		
Day/Overnight & Rec Camps	6	6	Temporary Housing	9	4
Inspections Conducted	6	6	Housing Inspections	32	18
			Beaver Inspections/Complaints	4	5
Recreational Water Related			Building Permits	171	186
Swimming Pool Inspections	22	22	Stabling & Piggery Permits/Inspection	24	27
Swimming Pools	4	4	Hazardous Materials Registration	54	54
Bathing Beaches	2	2	Demo Permit Inspections	13	17
Bathing Beach Inspections/Testing	191	185	Funeral Directors License	1	1

Permit and Services Receipts

	FY15 Revenue	FY16 Revenue		FY 15 Revenue	FY16 Revenue
Septic	\$19,825	22,030	Well Child	\$15	0
Portable toilets	115	150	Mantoux Testing	75	30
Installers	5,300	6,200	Cholesterol	165	225
Haulers	1,575	1,575	Immunization	60	30
Temporary food permits	4,125	2,836	Dental	500	400
Soil evaluation & percolation tests	11,323	12,975	Fines	2375	630
Pump and water systems	700	800	Funeral Directors	25	25
Stabling/piggery	1,495	1,170	Camping/hotel/motel	830	900
Food	33,795	35,100	Pool	2,125	1,935
Frozen dessert	460	410	Beach	1,710	1,710
Mobile food-catering	1,540	1440	Well	975	1,350
Tobacco	2,875	2,500	Pap Test	60	20
Farmers Market	1,360	1,280	Flu/Pneumonia Reimbursement	42,699	72,133
Title V review	6,350	6,975	Residential Kitchen	1,300	910
Pre- Demolition Walk through	555	700	ServSafe revenue	3,640	2,325
Housing Inspections	1,100	85			
Beaver Dam Modification	150	0	TOTAL	\$149,197	\$178,764

540 Senior Center

Mission Statement:

The mission of the Council on Aging is to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information.

Vision Statement: The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community.

Goals:

- Increase our custodian's hours from 26 to 37.5 hours. With the continued and projected growth at the Cameron we need additional custodial support to keep up with the daily cleaning and room turnovers for varying program offerings each day. In 2016, we welcomed 63 new members/participants to the Cameron as well as increased outside non-profits and Town Committees utilizing the Cameron on a daily or monthly basis for meetings. In September 2016, we extended the Cameron Senior Center hours from 4-8PM to better support those Westford residents that work and can't access the daily offerings, services and amenities. With these additional evening hours, the Cameron has added a new Cameron Fitness Camp and watercolor class, Fitness Center accessibility, social services/outreach appointments and other enrichment programs. Lastly in 2016 the Westford Food Pantry increased their hours by offering Wednesday evenings(6-8pm) and Saturday mornings (9-11:30) with their new St. Vincent de Paul-St. Catherine's partnership.
- Look at creating partnerships with Life-long Learning programs and/or educational institutions to enhance our educational and enrichment opportunities.
- Update technology applications, communication and branding for our center to better reflect the energy and interests of daily activity around the Cameron utilizing input from our COA Board and center participants. Continue to improve public communication by utilizing our local newspapers, Westford Community Access Station services, Cameron's monthly newsletter and other social media outlets.
- Increase grant funding by \$5,000-10,000 to support program and service needs.

- Update our emergency preparedness contact list by identifying our most vulnerable residents and working collaboratively with the Town's first responders which include Board of Health, Fire and Police, Housing Authorities and Westford's Medical Reserve Corp. This effort will involve creating a standardized Emergency Preparedness application, collecting voluntary information in a multi-prong communication effort as well as create a centralized data base that can be frequently updated. For this new effort to have sustainability in the future we will need to have someone to supervise this effort and provide the necessary attention it needs to remain up to date. Currently, we are fortunate to have Sandy Collins serving in this capacity however she will be retiring soon. Our department has been on the forefront in this effort with Sandy's guidance and we are committed to ensure our COA has a new comprehensive and updated emergency contact list since we did not have one last year.

Budget Narrative:

The Cameron Senior Center has experienced positive growth in its membership, programs and building usage and we are respectfully requesting an additional \$14,232.50 to the custodian budget line item. This support will better serve the residents age sixty and over that utilize this center daily as well as ensure daily needs and maintenance prevention are addressed proactively and consistently.

Programs & Services:

The Council on Aging provides social services for residents of the Town of Westford facing financial and/or an emergency hardship. Some of the services we offer include fuel assistance, SNAP, SHINE, housing, tax preparations, transportation, food pantry, Cameron Clothes Closet, Medical Equipment, Holiday Baskets, Tax Relief for the Elderly and Disabled a/k/a T.R.E.A.D., Senior Work-Off Abatement Program, companion/ respite care-CTI, legal services in addition to acting as a community emergency shelter. Also, we are excited to offer over ten different exercise classes for all levels of fitness from aerobic, Tai Chi, Sumba, Chair aerobics, etc. and a state of the art fitness center which cost only \$50 a year to join. All of our exercise classes are free thanks to the Friends of the Cameron Senior Center. Other offerings include a Billiard Room, Ping Pong, Open art/studio, Quilting, Watercolor, Cribbage, Scrabble, Day Trips and other enrichment opportunities. All active adults 60 and over are welcome to join us here at the Cameron any time.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
RECORDS SUPERVISOR	55,236.45	55,026.00	55,026.00	55,026.00	55,251.00	55,026.00	0.00%
SENIOR ASSISTANT	30,811.20	36,978.00	38,074.00	38,074.00	39,209.00	40,384.00	2.96%
MAINTENANCE WORKER I	32,917.71	32,587.00	46,820.00	36,001.00	46,820.00	46,820.00	10.48%
REGISTRAR	4,684.31		-				
EVENING SUPERVISORS	5,411.33	8,834.00	9,101.00	9,101.00	9,238.00	9,238.00	3.02%
LONGEVITY	870.00	1,440.00	1,440.00	1,440.00	1,440.00	1,440.00	0.00%
SNOW REMOVAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
CATEGORY TOTAL	129,931.00	135,865.00	151,461.00	140,642.00	152,958.00	153,908.00	3.52%
EXPENSES							
UNIFORM ALLOWANCES	253.46	250.00	250.00	250.00	250.00	250.00	0.00%
ELECTRICITY	19,579.59	32,000.00	29,000.00	21,000.00	33,000.00	36,000.00	-34.38%
NATURAL GAS	9,231.49	10,000.00	11,000.00	10,500.00	13,503.00	16,006.00	5.00%
WATER	2,026.36	2,100.00	2,000.00	2,100.00	2,300.00	2,600.00	0.00%
SEWER/SEPTIC	1,519.00	3,000.00	1,900.00	1,600.00	1,900.00	2,300.00	-46.67%
BUILDING MAINTENANCE	3,623.37	4,000.00	4,600.00	4,000.00	6,000.00	6,000.00	0.00%
EQUIPMENT MAINTENANCE	1,756.75	1,000.00	1,500.00	1,500.00	2,000.00	2,200.00	50.00%
BLDG MAINT SVCS - HVAC	10,504.16	5,300.00	5,000.00	5,000.00	9,000.00	8,500.00	-5.66%
BLDG MAINT SVCS - GENERATOR	-	300.00	300.00	300.00	300.00	300.00	0.00%
BLDG MAINT SVCS - ELEVATOR	3,420.50	1,100.00	2,000.00	2,000.00	2,800.00	3,300.00	81.82%
BLD MAINT SVCS - FIRE/ALARM	1,520.76	1,700.00	1,500.00	1,500.00	1,500.00	1,600.00	-11.76%
CONTRACTED SNOW REMOVAL	-	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%
OFFICE EQUIPMENT	-	600.00	600.00	600.00	700.00	700.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	6,761.06	4,000.00	4,500.00	4,500.00	5,000.00	5,000.00	12.50%
LIGHTING / ELECTRICAL SUPPLIES	1,362.91	400.00	900.00	900.00	900.00	900.00	125.00%
BOTTLED WATER	559.76	300.00	500.00	500.00	500.00	500.00	66.67%
TRAVEL-MILEAGE	624.80	400.00	800.00	800.00	800.00	800.00	100.00%
MEETINGS & CONFERENCES	41.04	400.00					-100.00%
ENCUMBRANCES							
CATEGORY TOTAL	62,785.01	68,850.00	67,350.00	58,050.00	81,453.00	87,956.00	-15.69%
DEPARTMENT TOTAL	192,716.01	204,715.00	218,811.00	198,692.00	234,411.00	241,864.00	-2.94%

Description of Changes:

With the requested increase of 11.5 hours in the custodian salary line item this will incur an additional cost to the Town of \$14,232.00. \$7,000 is to be funded by the "Friends of the Cameron Senior Center", \$4,000 from the Executive Office of Elder Affairs (EOEA), and \$3,414 from the Fitness Room Revolving Account. This additional funding support will allow the Cameron to have a much needed full-time staff member solely focused on the daily upkeep and preventative maintenance of this great senior center.

Cameron utility bills are based on the average usage of last year.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Records Supervisor	1.0	CWA	55,026.00	850.00	55,876.00
Senior Assistant	1.0	CWA	38,074.00		38,074.00
Custodian	0.7	CWA	36,001.00	590.00	36,591.00
Evening Supervisors		NON	9,101.00		9,101.00
Snow Removal Coverage		NON	1,000.00		1,000.00
Total Personal Services	2.7		139,202.00	1,440.00	140,642.00

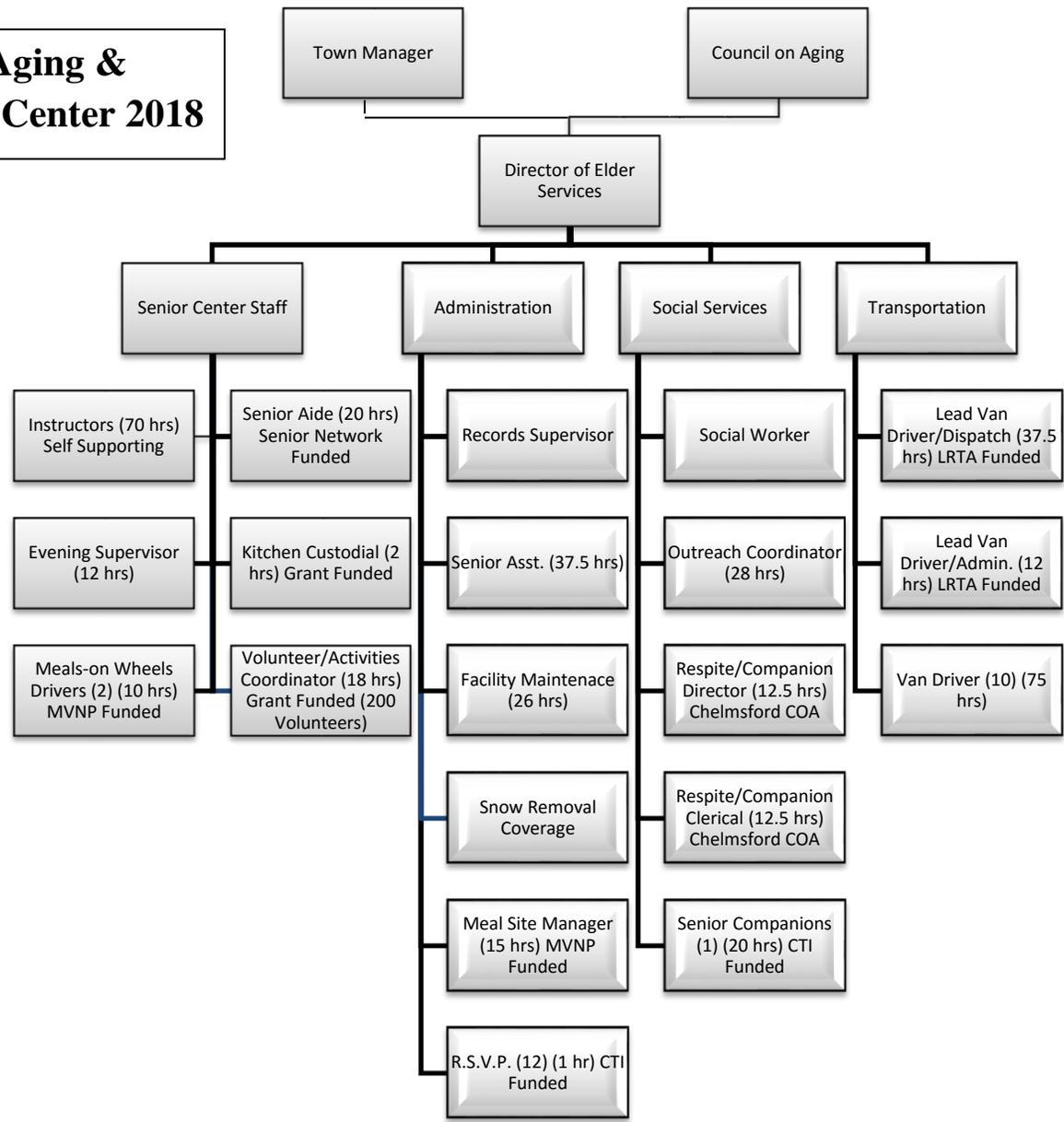
541 Council on Aging

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
DIRECTOR	79,457.80	82,667.00	83,907.00	83,907.00	85,165.00	85,165.00	1.50%
SOCIAL WORKER	73,243.66	75,075.00	76,202.00	76,202.00	77,345.00	77,345.00	1.50%
OUTREACH COORDINATOR	23,160.48	30,374.00	30,829.00	30,829.00	31,292.00	31,292.00	1.50%
VAN DRIVERS	28,227.39	39,000.00	39,000.00	32,000.00	39,000.00	39,000.00	-17.95%
LONGEVITY	293.35	440.00	1,040.00	1,040.00	1,040.00	1,640.00	136.36%
SENIOR REBATE PROGRAM	20,000.00	20,000.00	20,000.00	20,000.00	23,000.00	23,000.00	0.00%
CATEGORY TOTAL	224,382.68	247,556.00	250,978.00	243,978.00	256,842.00	257,442.00	-1.45%
EXPENSES							
VEHICLE MAINTENANCE	2,968.82	2,300.00	3,000.00	3,000.00	3,000.00	3,200.00	30.43%
HEALTH / NUTRITION SERVICES	1,645.56	-	500.00	500.00	500.00	500.00	
POSTAGE	6,277.13	8,900.00	7,500.00	7,000.00	7,700.00	7,800.00	-21.35%
SENIOR VOLUNTEER SERVICES	-	300.00					-100.00%
GASOLINE	8,048.48	11,000.00	10,257.00	9,000.00	11,000.00	11,500.00	-18.18%
OFFICE SUPPLIES	3,201.87	2,000.00	3,000.00	3,000.00	3,400.00	3,700.00	50.00%
PROGRAMS & ACTIVITIES	2,173.14	600.00					-100.00%
SOCIAL & CULTURAL PROGRAMS	565.60	600.00	900.00	900.00	900.00	1,000.00	50.00%
TRAVEL - MILEAGE	886.09	2,200.00	700.00	700.00	1,000.00	1,100.00	-68.18%
MEETINGS & CONFERENCES	2,830.93	4,000.00	4,000.00	4,000.00	6,500.00	6,500.00	0.00%
ENCUMBRANCES							
CATEGORY TOTAL	28,597.62	31,900.00	29,857.00	28,100.00	34,000.00	35,300.00	-11.91%
DEPARTMENT TOTAL	252,980.30	279,456.00	280,835.00	272,078.00	290,842.00	292,742.00	-2.64%
TOTAL: CSC/Council On Aging	445,696.31	484,171.00	499,646.00	470,770.00	525,253.00	534,606.00	-2.77%

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
COA Director	1.0	EXEM	83,907.00		83,907.00
Social Worker	1.0	EXEM	76,202.00	600.00	76,802.00
Outreach Coordinator	0.7	NON	30,829.00	440.00	31,269.00
Van Drivers			32,000.00		32,000.00
Senior Rebate			20,000.00		20,000.00
Total Personal Services	2.7		242,938.00	1,040.00	243,978.00

Council on Aging & Cameron Senior Center 2018



543 Veteran's Services

Mission Statement: The Town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
DIRECTOR	54,372.46	56,352.00	57,198.00	57,198.00	58,056.00	58,056.00	1.50%
ADMIN SUPPORT	1,222.02	-					
LONGEVITY	500.00	600.00	600.00	600.00	600.00	850.00	0.00%
VETERANS TAX WORK PROGRAM	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
CATEGORY TOTAL	61,094.48	61,952.00	62,798.00	62,798.00	63,656.00	63,906.00	1.37%
EXPENSES							
MONUMENT MAINT SERVICES							
OFFICE SUPPLIES	426.78	500.00	500.00	500.00	500.00	500.00	0.00%
PROGRAMS & ACTIVITIES	2,637.72	5,000.00	5,000.00	3,500.00	5,000.00	5,000.00	-30.00%
MEETINGS & CONFERENCES	607.13	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
VETERAN'S SERVICES	59,310.15	100,000.00	80,000.00	65,000.00	80,000.00	80,000.00	-35.00%
ENCUMBRANCES							
CATEGORY TOTAL	62,981.78	106,500.00	86,500.00	70,000.00	86,500.00	86,500.00	-34.27%
DEPARTMENT TOTAL	124,076.26	168,452.00	149,298.00	132,798.00	150,156.00	150,406.00	-21.17%

Description of Changes:

Benefits provided by the US Department of Veterans Affairs are NOT administered by the town; therefore, there is no direct cost to the town. Some Chapter 115 recipients are transitioned to federal benefits programs when applicable. 80% of the clients seen are connected to federal resources.

- The number of Chapter 115 benefits recipients continues to remain steady. Reporting and reimbursement requests are spot on, we continue to receive the maximum reimbursement from the state, 75%, for the last 5 years.
- The average recipient is budgeted at \$500/month. The actual amount is variable based on the number of reimbursable items submitted by the recipient. In FY16, the total monthly benefit paid to recipients varied from a low of \$3,8701.01 (averaging \$322.58 for 12 recipients) to a high of \$6,550.06 (averaging \$545.84 for 12 recipients).

- \$56,000 was paid to eligible annuitants (100% disabled veterans, Gold Star spouses and parents) directly by Massachusetts Department of Veterans' Services. This item is NOT part of our budget, FYI only.
- During the 2016 reporting period, the VA was paying over \$39,000 monthly in disability/compensation benefits to our resident veterans. This item is NOT part of our budget, FYI only.
- Veteran property tax abatements, credits and deferrals are currently managed by the town's assessor department and are not reflected in this budget. There were 95 veteran tax abatements for a total of \$110,000 in 2016. This item is NOT part of Vet Services budget, FYI only.
- In both FY17, Veterans Services was approved for \$5,000 to allocate to the Veteran's Property Tax Work Off program. Unless there is a request outside of the department, we are requesting no increase in FY18, to remain at 5 recipients, \$5,000.
- The street flags are being refreshed as needed. There is also a plan to illuminate all town-owned cemetery flag poles. The veteran's grave marker flags are reimbursable from the commonwealth at the same rate as benefits, 75%. Street, municipal buildings, parks and memorial flag costs are borne by the town.
- There are two town-wide veteran's holidays, Memorial Day and Veterans Day, hosted and funded by the town. Only holiday payroll hours for Highway/Parks and Recreation personnel in support of these events are charged back to this department. Police and Fire Department staffing are accommodated by the respective department at no charge to this department. To date, we have never paid remuneration to any participants of these events. Through the extensive use of volunteers and local organizations, costs to the town are minimal. 6 of the 8 artificial wreaths required for the war memorials were purchased in FY13. Two "live" wreaths are purchased each year because they are thrown in to the waters at Forge Pond and Nab Lake and are usually not retrievable.
- Training is to be offered three times per year in a conference-style forum. One is 100% reimbursed by the Commonwealth. The other two are hosted by the MA Veterans Services Officers Association and all costs are borne by the town.
- Outreach efforts and supplies, grocery and gas cards are 100% funded by community donations and the Veterans Gift Fund. Over \$400 in grocery gift cards were donated and distributed to veterans and their families.
- The VSO position remains a full-time 37-1/2-hour position.
- In 2015, VSO became "certified" to state standards.
- Clerical resources are self-provided with the exception of property tax work off assistance.
- An administrative assistant (previously 19 hours a week) funded by a US Dept of Labor (administered by the National Senior Network) grant program was not renewed in July 2015. Numerous unpaid volunteers are used for efforts like burial record keeping, cemetery flag replacement and war memorials half-staff support.
- The department was awarded a VA Work Study Program "intern" but that has not yet yielded a resource.

Programs & Services:

The Town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled to. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford Department of Veterans Services administers services and financial assistance under the provisions of MGL Chapter 115 and 108 CMR.

This department also assists veterans in applying for federal VA benefits, such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or are housebound.

This office is NOT affiliated with the US Department of Veterans Affairs or the Massachusetts Department of Veterans Services.

Personnel:

Veterans 2018

Town Manager

Assistant Town Manager

Veterans Services Agent

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	57,198.00	600.00	57,798.00
Veterans' Tax Work Program			5,000.00		5,000.00
Total Personal Services	1.0		62,198.00	600.00	62,798.00

Culture & Recreation

610 Library

Vision Statement: The J. V. Fletcher Library is a global gateway dedicated to serving the Town of Westford and committed to celebrating the community's heritage, diversity and multiculturalism. Library patrons of all ages and socio-economic circumstances experience the Fletcher Library as a responsive, innovative resource meeting their unique needs and offering a personal library experience. Lives are enriched and enhanced through the lifelong exposure to, and exploration of, life-changing ideas, creativity, information and evolving technologies. In a world of rushed and removed relationships, the library offers both a virtual village and a space of sanctuary and community. *Approved by the Board of Library Trustees, June 4, 2012.*

Mission Statement: The J. V. Fletcher Library serves as a progressive responsive community resource, dedicated to the informational, cultural, educational and technological needs of its patrons. The Library supports its users in their lifelong pursuit of learning, personal growth and self-fulfillment. It encourages the young in their exploration of and celebration of the world. The Library is a resource for exploring and using new technologies, collections and media. The Library provides a gathering place for community members – in all their diversity – to meet in social engagement, to share discourse, to ponder divergent ideas and to engage in civic connection. The Library strives to be both reflective of and responsive to the community. It also seeks to be in the forefront of professional library service – attracting and leading the community into the future in a warm and welcoming public setting. *Approved by the Board of Library Trustees, July 9, 2012.*

Goals:

GOAL I: Library patrons speedily access a global array of titles, formats, and information sources, meeting and reflecting their needs, interests, careers and diverse demographics.

GOAL II: Library patrons enjoy a modern, expansive facility, designed and furnished to afford: collection growth; study, activity and meeting space; leisure reading; technological access; and communal areas for the purpose of programming, governance and public discourse.

GOAL III: The J. V. Fletcher Library is funded at a level that reflects the demographics, expectations, educational level and service needs of the community of Westford.

GOAL IV: Library patrons of all ages and socio-economic circumstances have access to collections, meaningful activities, programs and events which foster personal growth, self-development and exposure to ideas, art, cultures and current issues during service hours which reflect their needs.

GOAL V: Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.

GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.

GOAL VII: Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.

GOAL VIII: Library patrons access data, information, resources and collections cataloged via the latest technological tools, via the latest technology and via new technological formats in a global and uninterrupted environ.

Description of Changes:

EXEMPT and non-union Management Personnel line items are increased by 1.5% per Budget direction, with the exception of the LIBRARY PAGES line item which reflects the impact of the January 2017 increase in the state minimum wage. The SENIOR LIBRARIAN line item reflects one Division Head restored to 37.5 HPW (from 35 HPW). All CWA Personnel line items reflect the non-settlement of the CWA bargaining unit contract, and advance a Step only if indicated by years in the position. Both the OFFICE MANAGER and the CUSTODIANS show a reduction due to the retirement or resignation of long-term staff being replaced at a lower entry Step. LONGEVITY payouts increase slightly reflecting the retention of long-term staff.

The 15% for BOOKS is based upon the new State formula, and includes offsets from FRIENDS, GIFTS and TRUST FUNDS. Utility projections reflect both the town-wide bidding and FY16 Actuals, and deserve more collaborative discussion given the new LED lighting, replaced ballasts and application of solar credits [see attachment]. The Membership Formula cost for MVLC is based upon the only available estimate; this should be available after a final network vote in October. The majority of operational line items reflect FY16 Actual expenses.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
LIBRARY DIRECTOR	99,412.37	103,426.00	104,977.00	104,977.00	106,552.00	106,552.00	1.50%
ASSISTANT DIRECTOR	73,064.43	74,892.00	76,015.00	76,015.00	77,155.00	77,155.00	1.50%
SENIOR LIBRARIANS	252,801.69	266,458.99	266,526.00	266,526.00	270,524.00	270,524.00	0.03%
LIBRARY ASSISTANTS	606,358.21	621,800.00	622,833.00	622,833.00	633,137.00	634,522.00	0.17%
OFFICE MANAGER	57,316.90	50,927.00	52,985.00	52,985.00	55,126.00	56,503.00	4.04%
7 SATURDAY, JULY-AUG	10,300.81	12,493.00	12,759.00	12,759.00	12,800.00	12,800.00	2.13%
OTHER SUPPORT STAFF	-	-	-	-	-	8,410.00	-
CUSTODIANS	61,786.67	62,065.00	52,342.00	52,342.00	52,533.00	53,820.00	-15.67%
PAGES	11,737.68	16,443.00	17,226.00	17,226.00	17,226.00	17,226.00	4.76%
CUSTODIAL OVERTIME	-	2,702.00	2,702.00	2,702.00	2,702.00	2,702.00	0.00%
MLS STIPENDS	-	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
LONGEVITY	18,992.00	19,869.00	20,052.00	20,052.00	21,275.00	24,221.00	0.92%
CATEGORY TOTAL	1,191,770.76	1,234,075.99	1,231,417.00	1,231,417.00	1,252,030.00	1,267,435.00	-0.22%
EXPENSES							
UNIFORM ALLOWANCES	4,020.42	1,260.00	1,170.00	1,170.00	1,170.00	1,170.00	-7.14%
ELECTRICITY	24,583.26	33,000.00	28,967.00	26,000.00	28,967.00	28,967.00	-21.21%
HEATING FUEL	8,736.20	14,000.00	13,000.00	9,500.00	13,000.00	13,000.00	-32.14%
WATER	1,391.15	2,060.00	2,070.00	1,500.00	2,100.00	2,100.00	-27.18%
EQUIPMENT MAINTENANCE	22,684.01	24,911.00	25,128.00	23,000.00	25,300.00	25,300.00	-7.67%
MVLC NETWORK MAINTENANCE	34,500.00	34,550.00	35,500.00	35,500.00	35,500.00	35,500.00	2.75%
POSTAGE	4,270.79	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
PRINTING SERVICES	2,730.77	2,850.00	2,850.00	2,850.00	2,850.00	2,850.00	0.00%
OFFICE SUPPLIES	16,931.64	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	7,592.35	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%
BOOKS & SUBSCRIPTIONS	198,925.45	214,648.00	219,875.00	219,875.00	220,000.00	220,000.00	2.44%
MILEAGE	2,148.06	2,000.00	2,940.00	2,500.00	3,000.00	3,000.00	25.00%
MEETINGS & CONFERENCES	2,706.14	1,950.00	2,640.00	2,640.00	2,750.00	2,750.00	35.38%
DUES & MEMBERSHIPS	773.00	1,000.00	1,196.00	1,196.00	1,200.00	1,200.00	19.60%
PUBLIC EMPLOYEE BOND	364.48	365.00	365.00	365.00	365.00	365.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	-
CATEGORY TOTAL	332,357.72	358,094.00	362,201.00	352,596.00	362,702.00	362,702.00	-1.54%
DEPARTMENT TOTAL	1,524,128.48	1,592,169.99	1,593,618.00	1,584,013.00	1,614,732.00	1,630,137.00	-0.51%

Programs & Services:

The J. V. Fletcher Library provides programs and services 314 days per year in the following broad categories as a state-certified library offering services to all residents of the Commonwealth:

- Youth Services
- Collection Development
- Pre-school & ESL Literacy
- Readers' Advisory & Assistance
- Public Relations
- Reference, Information & ILL Services
- Historic Collection Preservation
- Formal & Life-Long education support
- Early Literacy and Cultural Programs
- Administration/Management/Governance
- Technical Services [processing materials]
- Circulation Services
- Commons/Meeting/Study Space
- Technology Assistance & Instruction
- Building & Grounds Maintenance

Personnel:

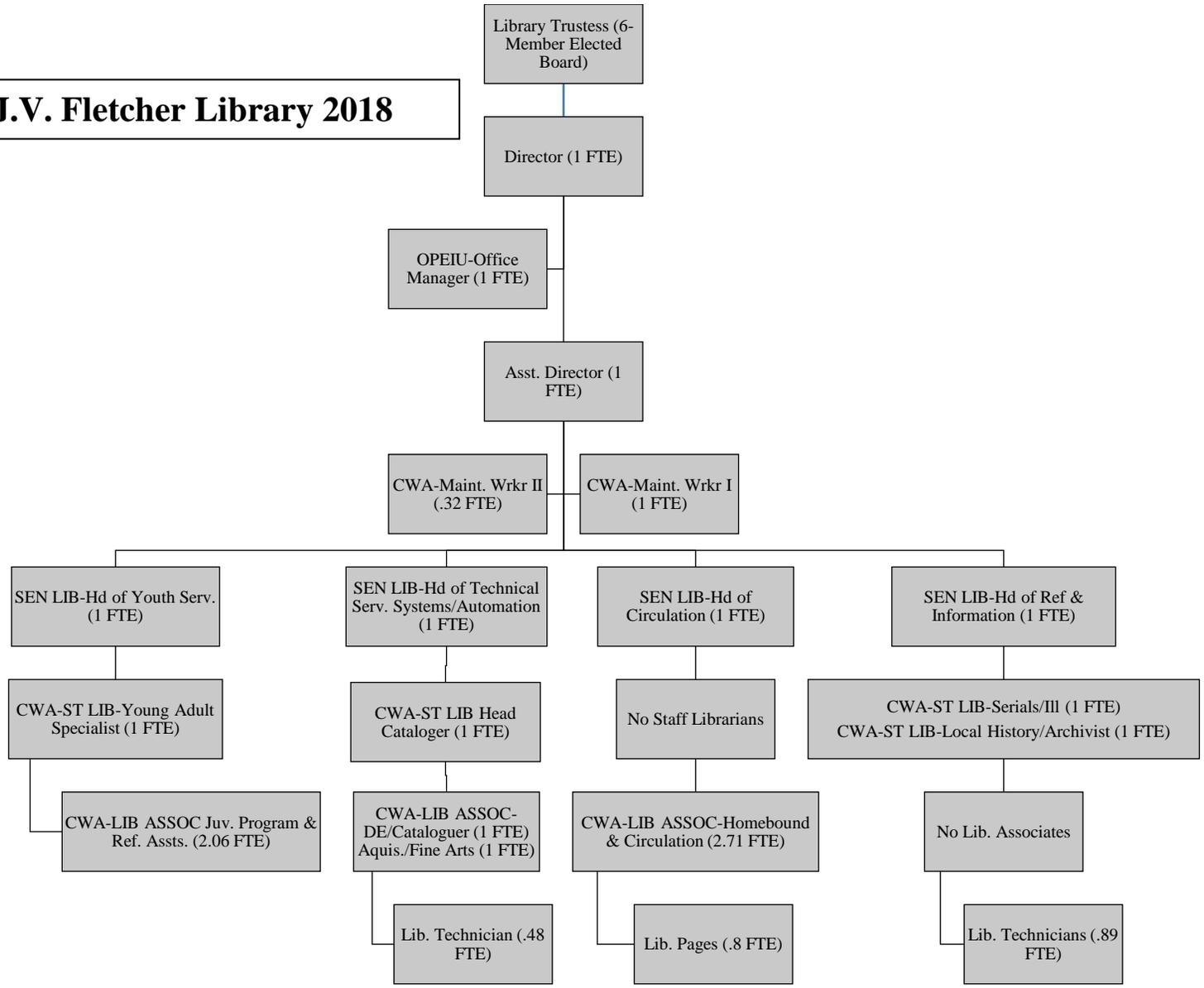
Position	FTE	Unit	Salary	Longevity	Total
Library Director	1.0	EXEM	104,977.00	2,600.00	107,577.00
Asst. Library Director	1.0	EXEM	76,015.00	1,600.00	77,615.00
Office Manager	1.0	OPEIU	52,985.00		52,985.00
Maintenance Worker II	0.3	CWA	14,025.00	176.00	14,201.00
Maintenance Worker I	1.0	CWA	37,095.00	850.00	37,945.00
Maintenance Coverage			1,223.00		1,223.00
Snow Removal			2,702.00		2,702.00
Senior Librarian	4.0	EXEM	266,526.00	3,800.00	270,326.00
Staff Lib. & Lib. Assoc.	10.8	CWA	536,837.00	10,839.00	547,676.00
Librarian Technician	1.4	CWA	44,804.00	187.00	44,991.00
Substitute Coverage			40,941.00		40,941.00
Other Support Staff - Sundays			12,759.00		12,759.00
Building Supervisor Stipend		CWA	250.00		250.00
MLS Stipends			3,000.00		3,000.00
Pages	0.8		17,226.00		17,226.00
Total Personal Services	21.3		1,211,365.00	20,052.00	1,231,417.00

Other Metrics:

Activity	Measure of Quantity/Quality	Activity	Measure of Quantity/Quality
Annual Hours of Service	2,747	Library Programs	426
Circulation	374,316	Program Attendance	15,225
Door Count Annually	279,357	Meeting Room Bookings	1,987
Information Questions	64,584	Inter-Library Loans	77,674
Summer Reading Registrants	2,394	Database, Electronic & Web Sessions & Searches	406,300
Holdings	150,366	Volunteers	22

Please note that circulation for FY16 was our highest ever at 3.65% higher than FY15. FY16 opened with over 38,500 items circulating in July 2015, and Westford ended FY16 as the fourth-highest circulating library in MVLC.

J.V. Fletcher Library 2018



630 Recreation**Mission Statement:**

The mission of the Recreation Department is to ensure the smooth, efficient, and effective operation, management and administration of the overall workings of the departments' three divisions: Parks and Grounds, Recreation Services and Programs, and Cemetery Operations. To ensure all department operations are appropriate, cost-effective, and of the highest quality.

Goals:

- To present the Recreation Master Plan to the Town
- To work with various committees and Town Manager for department/office location
- To continue to manage the three divisions and be responsive to the needs of the community

Description of Changes:

The Recreation 630 budget supports the administration and management personnel for the operation of the three divisions within the department. Personal Services and Expenses are shared within each division.

Personal Services: Personal Services are apportioned within the three department divisions such that the bottom line for the Recreation 630 is zero. The slight budget is a decrease due to the resignation of Assistant Director and replacement with a new employee at a lower rate and a savings in longevity.

Expenses: Expenses are apportioned within the three department divisions such that the bottom line for the 630 budget is zero. There is an increase due to the lease agreement cost for department office and program space.

Programs & Services:

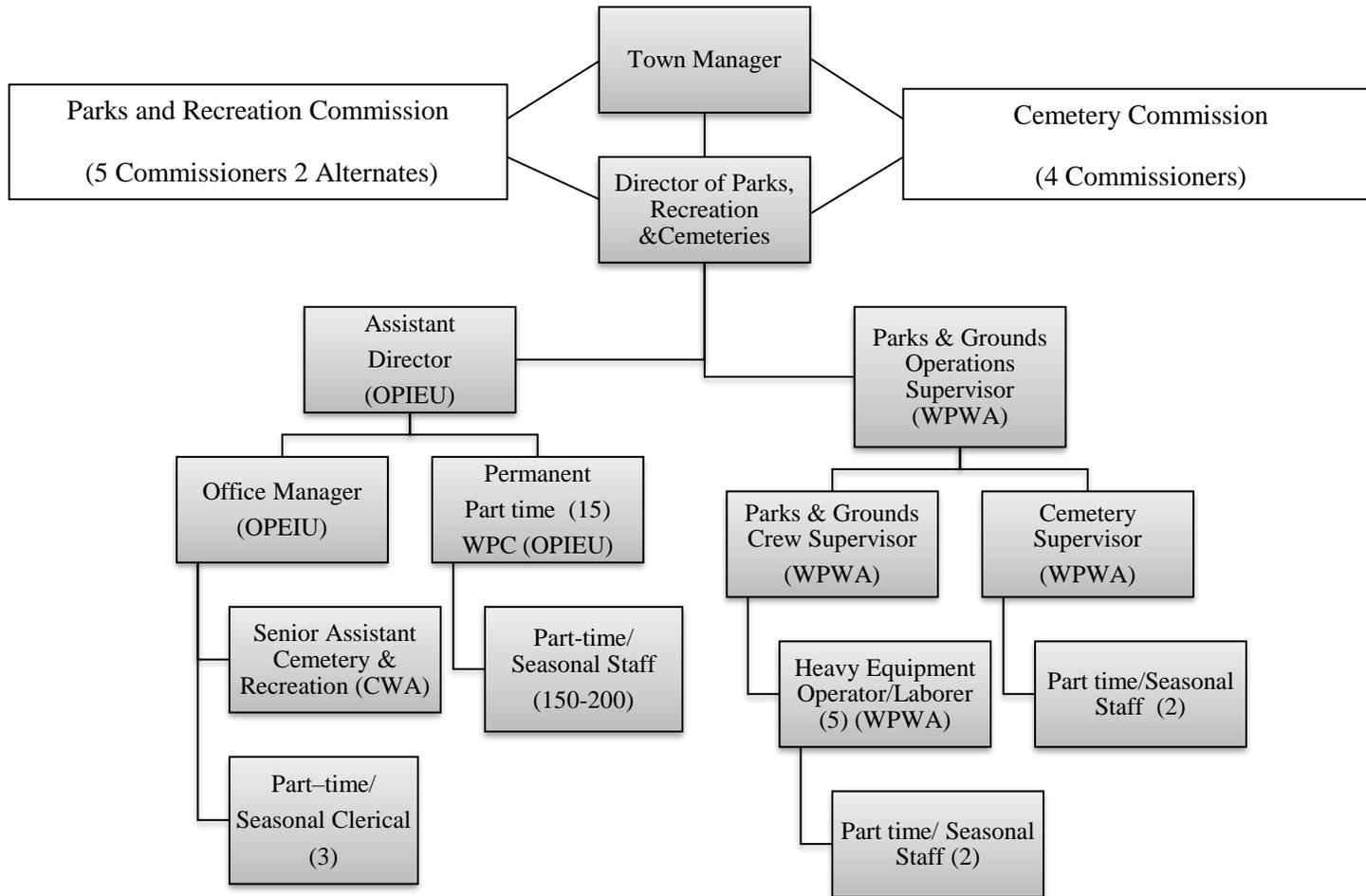
The department processes payroll, expenses, program registrations, permits, and collection of fees. Staff communicates on a daily basis with residents, staff, vendors, and other town departments. The department coordinates the functions of all three divisions and communicates on a regular basis with each division.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
DIRECTOR	97,942.94	101,898.00	103,426.00	103,426.00	104,978.00	104,978.00	1.50%
ASSISTANT DIRECTOR	82,980.12	85,055.00	80,166.00	75,522.00	79,263.00	81,957.00	-11.21%
OFFICE MANAGER	56,431.61	59,064.00	62,400.00	62,400.00	63,337.00	63,337.00	5.65%
LONGEVITY	1,850.00	2,100.00	1,100.00	1,950.00	1,980.00	2,800.00	-7.14%
SHARED COSTS - SEE DEPT. 650	(80,964.00)	(81,470.00)	(85,673.00)	(85,208.00)	(86,747.00)	(87,017.00)	4.59%
SHARED COSTS - SEE DEPT. 491	(14,404.00)	(14,692.00)	(15,514.00)	(15,514.00)	(15,747.00)	(15,747.00)	5.59%
SHARED COSTS - SEE ENTERPRISE FD 630	(146,794.00)	(144,484.00)	(145,905.00)	(142,576.00)	(147,064.00)	(150,308.00)	-1.32%
CATEGORY TOTAL	(2,957.33)	7,471.00	-	-	-	-	-100.00%
EXPENSES							
ELECTRICITY	2,621.70	2,900.00	3,000.00	3,000.00	2,500.00	2,500.00	3.45%
HEATING FUEL	2,448.53	5,000.00	3,750.00	3,750.00	3,750.00	3,750.00	-25.00%
WATER	431.77	500.00	450.00	450.00	450.00	450.00	-10.00%
BUILDING MAINTENANCE	153.00		800.00	800.00	800.00	800.00	
BUILDING LEASE			36,000.00	36,000.00	36,000.00	36,000.00	
ADD'L BUILDING EXPENSES - LEASED			800.00	800.00	800.00	800.00	
OFFICE SUPPLIES	149.50	200.00	200.00	200.00	200.00	200.00	0.00%
TRAVEL - MILEAGE	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.00%
MEETINGS & CONFERENCES	-	250.00	250.00	250.00	250.00	250.00	0.00%
DUES AND MEMBERSHIPS	220.00	300.00	345.00	345.00	345.00	345.00	15.00%
SHARED COSTS - SEE ENTERPRISE FD 630	(12,365.00)	(12,750.00)	(49,195.00)	(49,195.00)	(48,695.00)	(48,695.00)	285.84%
ENCUMBRANCES							
CATEGORY TOTAL	(2,740.50)	-	-	-	-	-	-
DEPARTMENT TOTAL	(5,697.83)	7,471.00	-	-	-	-	-100.00%

Personnel: Includes total salaries and allocation in Recreation Enterprise. Director, Assistant Director, and Secretary.

Position	FTE	Unit	Salary	Longevity	491 Cemetery	650 Parks & Grounds	630 Recreation Enterprise
Director	1.0	EXEM	103,426.00	1,100.00	15%	60%	25%
Asst. Director	1.0	OPEIU	75,522.00	850.00		10%	90%
Office Manager	1.0	OPEIU	62,400.00	-		25%	75%
Total Personal Services	3.0		241,348.00	1,950.00			

Parks & Grounds, Recreation & Cemetery 2018



650 Parks & Grounds

Mission Statement:

The mission of the Parks and Grounds Department is to ensure all parks and grounds maintenance services are appropriate, cost-effective, and of the highest quality. To preserve and enhance Westford's active and passive recreation areas including recreation playing fields (American Legion, Cameron, Captain Stephen Hamilton, Frost, Greystone, Jack Walsh, VFW/Forge, and Community Fields at Nutting Road) municipal grounds (Town Common, Triangle, Town Hall, Police, Fire, Library grounds, Roudenbush @ Nabnasset, Bruce Freeman Trail, Edwards & Forge Beaches) town monuments, playgrounds (Parker Village, Ronan McElligott, St. Onge, Culver, Westford Community), skate park, sand volleyball court, tennis, and basketball courts. The Parks and Grounds Department assists other town departments and volunteer organizations with various events and activities.

Goals:

- To meet with sports organizations on current and future needs.
- To calculate true costs of maintaining properties.

Description of Changes:

The Parks & Grounds Department is a division within the Parks, Recreation, and Cemetery Department. Parks and Grounds have taken on the care of additional properties. The Parks employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets; 58%, 30.2 weeks in Parks; 42%, 22 weeks in Highway. Repairs to vehicles used for both parks and highway related events are also shared. The Parks and Grounds Budget is partially funded with an allocation from the Field Maintenance Revolving Account (\$15,000).

- Personal Services: The increase is due to the settlement of the WPWA Collective Bargaining Agreement.
- Expenses: A slight decrease due to contracted fuel pricing.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
DIRECTOR	57,614.00	58,766.00	62,056.00	62,056.00	62,987.00	62,987.00	5.60%
ASSISTANT DIRECTOR	8,298.00	8,298.00	8,017.00	7,552.00	7,926.00	8,196.00	-8.99%
OFFICE MANAGER	15,052.00	14,406.00	15,600.00	15,600.00	15,835.00	15,835.00	8.29%
CREW SUPERVISOR	34,449.29	35,117.00	36,712.00	36,712.00	37,267.00	37,267.00	4.54%
PARKS OPERATIONS SUPERVISOR	37,440.68	38,161.00	39,901.00	39,901.00	40,505.00	40,505.00	4.56%
HEAVY EQUIPMENT OPERATOR	163,588.71	149,055.00	186,177.00	159,191.00	191,565.00	194,658.00	6.80%
OVERTIME	1,138.97	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
LONGEVITY	3,500.00	3,200.00	3,200.00	3,200.00	3,875.00	4,000.00	0.00%
CATEGORY TOTAL	321,081.65	308,003.00	352,663.00	325,212.00	360,960.00	364,448.00	5.59%
EXPENSES							
ELECTRICITY	1,310.00	1,450.00	1,500.00	1,500.00	1,250.00	1,250.00	3.45%
HEATING FUEL	2,500.00	2,500.00	1,875.00	1,875.00	1,875.00	1,875.00	-25.00%
WATER	200.00	250.00	225.00	225.00	225.00	225.00	-10.00%
GROUNDS MAINTENANCE	16,613.15	19,000.00	19,000.00	19,000.00	19,000.00	19,000.00	0.00%
EQUIPMENT MAINTENANCE	3,923.37	3,000.00	4,000.00	4,000.00	4,000.00	4,000.00	33.33%
VEHICLE MAINTENANCE	6,953.95	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%
BUILDING LEASE			6,664.00	6,664.00	6,664.00	6,664.00	
ADD'L BUILDING EXPENSES - LEASED			150.00	150.00	150.00	150.00	
GASOLINE	5,400.20	5,500.00	7,700.00	7,700.00	7,700.00	7,700.00	40.00%
OFFICE SUPPLIES	100.00	100.00	100.00	100.00	100.00	100.00	0.00%
TOWN COMMON EXPENSE	3,874.35	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
MONUMENT MAINT SERVICES	877.31	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEETING & CONFERENCES	-	200.00	325.00	325.00	325.00	325.00	62.50%
DUES AND MEMBERSHIPS	225.00	125.00	225.00	225.00	225.00	225.00	80.00%
CATEGORY TOTAL	43,777.33	43,425.00	52,064.00	52,064.00	51,814.00	51,814.00	19.89%
DEPARTMENT TOTAL	364,858.98	351,428.00	404,727.00	377,276.00	412,774.00	416,262.00	7.36%

Programs & Services:

The Parks & Grounds employees maintain parks and recreation areas as well as other town properties. In addition to mowing, seeding, deep tine aerating, maintaining irrigation systems, weed and pest control the crew prepares fields for game play. The department prepared the gardens for the Community gardens and prepared it for the winter. Work at Stony Brook Conservation Land included setting and removing docks, winterizing the water system, assisting with boarding up of buildings, moving of bunk beds, mowing small grass areas. The Town Common has large events and the weekly Farmer's Market requiring additional maintenance to the grass and planting areas. Flags are hung along Main Street and North Main Street for Memorial Day through July 4th and Veterans Day through December 7th. Holiday lights are set up for the annual Holiday lighting

on the Town Common. A major clean-up along the Bruce Freeman Rail Trail occurs in the spring and fall. The Trail Stewards are a valuable and welcomed group that cleans up on a regular basis items left along the trail.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	0.6	EXEM	62,056.00		62,056.00
Asst. Director	0.1	OPEIU	7,552.00		7,552.00
Office Manager	0.2	OPEIU	15,600.00		15,600.00
Crew Supervisor	0.6	WPWA	36,712.00	1,300.00	38,012.00
Parkers/Operations Supervisor	0.6	WPWA	39,901.00	1,050.00	40,951.00
Heavy Equipment Operator	3.5	WPWA	159,191.00	850.00	160,041.00
Overtime			1,000.00		1,000.00
Total Personal Services	5.6		322,012.00	3,200.00	325,212.00

The personnel shared by Parks & Grounds and Cemetery with Highway are split as follows:

- 30.2 weeks or 58% in 650 Parks & Grounds & 491 Cemetery
- 22 weeks or 42% in the Highway Budget

For organizational chart of Parks, Recreation, and Cemetery Department see budget 630 Recreation.

660 Land Management

Mission Statement: The Land Management budget supports components of the Conservation Commission's mission including managing land for the protection of the natural resources and watersheds of the town. Over 2,066 acres of town land are in the care and custody of the Commission. The Commission is also responsible for overseeing compliance with restrictions on over 1,700 acres of land.



Goals for FY 2018

- Bring high level of professional work to the Land Use and Permitting Department.
- Working with Coordinator to make improvements to East Boston Camp facilities at Stony Brook Conservation Lands.
- Implement action items identified in the updated Open Space and Recreation Plan.
- Continue to monitor Conservation Restrictions and town owned lands with assistance of contractor.

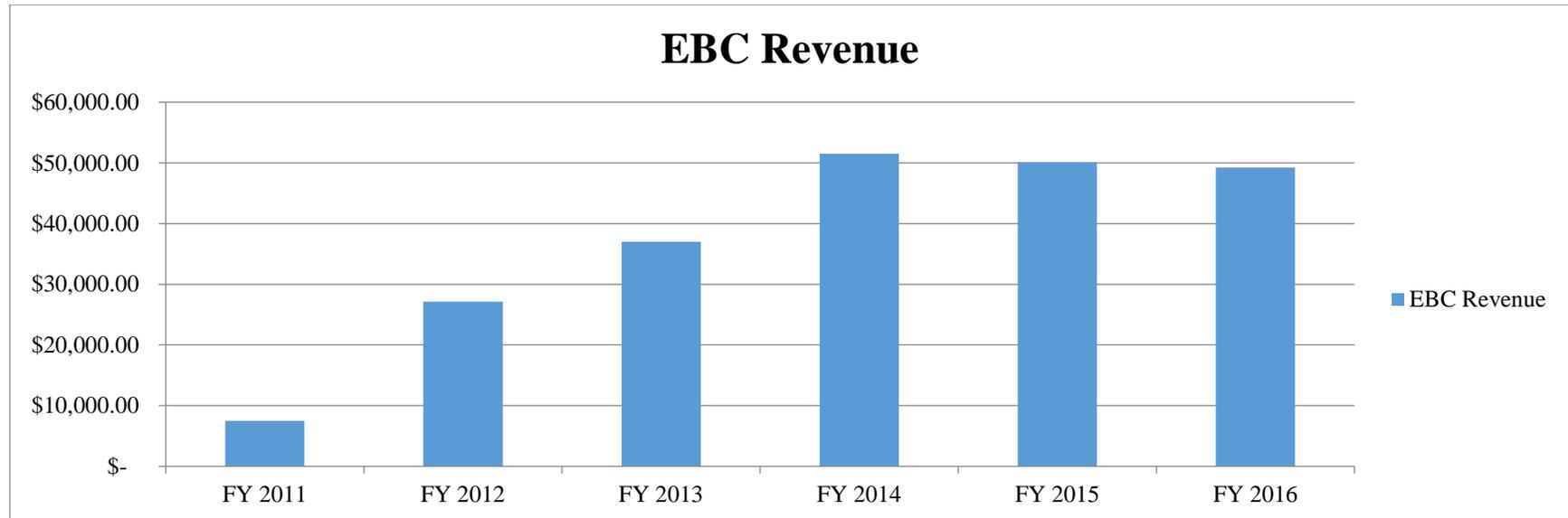
	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
ELECTRICITY	2,114.43	4,000.00	4,000.00	3,000.00	4,000.00	4,000.00	-25.00%
NATURAL GAS	1,037.25	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
WATER	3,147.68	3,000.00	3,000.00	3,200.00	3,000.00	3,000.00	6.67%
BUILDING MAINTENANCE	6,470.13	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
GROUNDS MAINTENANCE	8,837.62	3,500.00	5,500.00	5,500.00	5,500.00	5,500.00	57.14%
CARETAKER SERVICES	10,000.00	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	0.00%
OTHER DEPARTMENTAL EXPENSES ENCUMBRANCES	600.00						
CATEGORY TOTAL	32,207.11	37,500.00	39,500.00	38,700.00	39,500.00	39,500.00	3.20%
DEPARTMENT TOTAL	32,207.11	37,500.00	39,500.00	38,700.00	39,500.00	39,500.00	3.20%

Description of Changes:

The electricity is increased in anticipation of higher costs associated with the new Bathhouse at the East Boston Camps (EBC) on the Stony Brook Conservation land. The Town has entered into a three-year agreement with Farmer Dave Dumaresq to maintain the Hill Orchard off Hunt Road. Annual payments to him are reflected in the Grounds Maintenance budget. The Contracted Services budget has been increased to cover both the attendant services and the caretaker services "Facility Coordinator" at the EBC – Stony Brook.

Programs & Services:

The Director of Land Use Management and the Conservation / Resource Planner are responsible to carry out the management under this program. The most time and effort goes to the EBC property which is used by school programs, park and recreation programs and a private day camp as well as numerous walkers on a daily basis. Camp facilities such as cabins are available to rent by private groups and the EBC has become a sought after venue for weddings, birthdays and live action role playing groups. In addition to contracted services of the EBC Facility Coordinator, there is extensive coordination with other departments, especially Parks and Recreation, Highway, Town Engineer and Facilities management staff from the Town and occasionally from the School Department as well. The EBC Facility Coordinator services are an important component of the town's management of the East Boston Camps property and buildings, and related expenses.



670 Historical Commission**Commission Charter:**

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archaeological assets of the town. It may research places of historic or archaeological value and coordinate the activities of unofficial bodies organized for similar purposes. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the selectmen and to the Massachusetts Historical Commission that any such place be certified as an historical or archaeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
ELECTRICITY	1,979.50	2,835.00	2,836.00	2,500.00	2,836.00	2,836.00	-11.82%
HEATING FUEL	2,416.15	5,500.00	4,800.00	3,000.00	4,800.00	4,800.00	-45.45%
WATER	278.49	500.00	500.00	350.00	500.00	500.00	-30.00%
SEWER / SEPTIC	-	250.00	250.00	250.00	250.00	250.00	0.00%
BUILDING MAINTENANCE	2,612.23	4,150.00	4,000.00	3,000.00	4,000.00	4,000.00	-27.71%
GROUNDS MAINTENANCE	-	300.00	300.00	300.00	300.00	300.00	0.00%
EQUIPMENT MAINTENANCE	-	420.00	400.00	400.00	400.00	400.00	-4.76%
SIGNAGE	-	263.00	-	-	-	-	-100.00%
SECURITY SYSTEM SERVICES	920.80	880.00	1,000.00	1,000.00	1,000.00	1,000.00	13.64%
CONTRACTED SERVICES	6,597.00	9,000.00	8,000.00	7,000.00	8,000.00	8,000.00	-22.22%
ENCUMBRANCES	1,342.00						
CATEGORY TOTAL	16,146.17	24,098.00	22,086.00	17,800.00	22,086.00	22,086.00	-26.13%
DEPARTMENT TOTAL	16,146.17	24,098.00	22,086.00	17,800.00	22,086.00	22,086.00	-26.13%

Description of Changes: The FY18 Historical Commission budget reflects a 26.13% overall decrease. One of the goals is to address the building maintenance needs of the cottage located at 4 Boston Rd.

Programs & Services: The purpose of the budget is to fulfill the Commissions responsibility to maintain the museum and cottage buildings and provide funding for ongoing historic projects such as scenic bylaws, demolition delay reviews, and various preservation projects.

Debt Service

710 Debt Service

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
LONG TERM DEBT EXEMPT	5,902,545.00	5,734,508.00	5,712,645.00	5,712,645.00	6,307,920.00	6,174,945.00	-0.38%
HIGHWAY GARAGE A&E 040103							
PRINCIPAL LONG TERM DEBT	50,000.00	50,000.00	50,000.00	50,000.00			0.00%
INTEREST LONG TERM DEBT	6,000.00	4,000.00	2,000.00	2,000.00			-50.00%
HIGHWAY GARAGE CONSTRUCTION REFUNDING							
PRINCIPAL LONG TERM DEBT	535,000.00	530,000.00	525,000.00	525,000.00	515,000.00	500,000.00	-0.94%
INTEREST LONG TERM DEBT	87,800.00	77,100.00	61,200.00	61,200.00	50,700.00	40,400.00	-20.62%
ELEMENTARY SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	1,140,000.00	1,195,000.00	1,250,000.00	1,250,000.00	1,305,000.00	1,360,000.00	4.60%
INTEREST LONG TERM DEBT	483,037.50	437,438.00	389,638.00	389,638.00	339,638.00	271,125.00	-10.93%
MIDDLE SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	1,090,000.00	1,140,000.00	1,190,000.00	1,190,000.00	1,245,000.00	1,300,000.00	4.39%
INTEREST LONG TERM DEBT	460,307.50	416,708.00	371,107.00	371,107.00	323,507.00	258,145.00	-10.94%
HIGHWAY GARAGE CONST 2 061506							
PRINCIPAL LONG TERM DEBT	80,000.00						
INTEREST LONG TERM DEBT	1,600.00						
ACADEMY REFUNDING 1							
PRINCIPAL LONG TERM DEBT	1,395,000.00	1,375,000.00	1,350,000.00	1,350,000.00	1,320,000.00	1,295,000.00	-1.82%
INTEREST LONG TERM DEBT	271,700.00	213,162.00	158,600.00	158,600.00	104,600.00	51,800.00	-25.60%
SENIOR CENTER CONSTRUCTION 11-09							
PRINCIPAL LONG TERM DEBT	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.00%
INTEREST LONG TERM DEBT	102,100.00	96,100.00	90,100.00	90,100.00	84,100.00	78,100.00	-6.24%
CENTER FIRE STATION 03-15							
PRINCIPAL LONG TERM DEBT					820,375.00	820,375.00	
INTEREST LONG TERM DEBT			75,000.00	75,000.00			

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
LONG TERM DEBT NON-EXEMPT	635,414.64	954,459.00	1,004,723.00	1,004,723.00	1,340,691.50	1,088,409.00	5.27%
TITLE V							
PRINCIPAL LONG TERM DEBT	4,014.00	4,014.00	4,014.00	4,014.00	4,014.00	4,014.00	0.00%
INTEREST LONG TERM DEBT							
SEWER EXTENSION 061506							
PRINCIPAL LONG TERM DEBT	100,000.00	95,000.00	95,000.00	95,000.00	90,000.00		0.00%
INTEREST LONG TERM DEBT	7,600.00	5,600.00	3,700.00	3,700.00	1,800.00		-33.93%
GROTON ROAD WATER MAIN 061506							
PRINCIPAL LONG TERM DEBT	10,079.85	10,281.00	10,485.00	10,485.00	10,694.00	10,906.00	1.98%
INTEREST LONG TERM DEBT	3,653.39	3,450.00	3,243.00	3,243.00	3,031.00	2,815.00	-6.00%
ADMINISTRATIVE FEE	274.00	259.00	243.00	243.00	227.00	211.00	-6.18%
TOWN HALL CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	71,600.00	71,600.00	71,600.00	71,600.00	71,600.00	71,600.00	0.00%
INTEREST LONG TERM DEBT	37,880.42	35,732.00	33,227.00	33,227.00	29,647.00	27,320.00	-7.01%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	34,169.10	34,859.00	35,562.00	35,562.00	36,279.00	37,011.00	2.02%
INTEREST LONG TERM DEBT	12,412.91	11,723.00	11,019.00	11,019.00	10,300.00	9,568.00	-6.01%
ADMINISTRATIVE FEE	930.97	879.00	826.00	826.00	773.00	718.00	-6.03%
ABBOT ELEVATOR							
PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
INTEREST LONG TERM DEBT	7,200.00	6,300.00	5,400.00	5,400.00	4,500.00	3,600.00	-14.29%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWEEPER)							
PRINCIPAL LONG TERM DEBT	60,000.00	60,000.00	60,000.00	60,000.00	20,000.00	20,000.00	0.00%
INTEREST LONG TERM DEBT	5,200.00	4,000.00	2,800.00	2,800.00	1,600.00	1,200.00	-30.00%
DEPARTMENTAL EQUIPMENT - AMBULANCE							
PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00			0.00%
INTEREST LONG TERM DEBT	2,700.00	1,800.00	900.00	900.00			-50.00%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER							
PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
INTEREST LONG TERM DEBT	1,400.00	1,200.00	1,000.00	1,000.00	800.00	600.00	-16.67%

EXPENSES	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
FIRE TRUCK - 544,000							
PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
INTEREST LONG TERM DEBT	10,350.00	9,250.00	7,600.00	7,600.00	6,500.00	5,400.00	-17.84%
WA BLEACHERS - 550,000							
PRINCIPAL LONG TERM DEBT	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
INTEREST LONG TERM DEBT	10,450.00	9,350.00	7,700.00	7,700.00	6,600.00	5,500.00	-17.65%
1ST ROBINSON BOILER & 2ND ABBOT BOILER							
PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00		0.00%
INTEREST LONG TERM DEBT	1,800.00	1,400.00	800.00	800.00	400.00		-42.86%
DESIGN & ENGINEERING: HIGHWAY - 600,000							
PRINCIPAL LONG TERM DEBT	-	138,125.00	128,931.00	128,931.00	128,931.00		-6.66%
INTEREST LONG TERM DEBT							
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792							
PRINCIPAL LONG TERM DEBT	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
INTEREST LONG TERM DEBT	3,700.00	3,300.00	2,700.00	2,700.00	2,300.00	1,900.00	-18.18%
MSBA DAY & ROBINSON WINDOWS (\$2M)							
PRINCIPAL LONG TERM DEBT	-	196,337.00	100,000.00	100,000.00	100,000.00	100,000.00	-49.07%
INTEREST LONG TERM DEBT			47,450.00	47,450.00	43,450.00	40,450.00	
MSBA DAY & ROBINSON WINDOWS (\$1M est)							
PRINCIPAL LONG TERM DEBT			42,000.00	42,000.00	42,000.00	42,000.00	
INTEREST LONG TERM DEBT							
DISPATCH CENTER							
PRINCIPAL LONG TERM DEBT			54,000.00	54,000.00	55,000.00	55,000.00	
INTEREST LONG TERM DEBT			24,523.00	24,523.00	22,362.50	20,713.00	
PLAIN ROAD SIDEWALK							
PRINCIPAL LONG TERM DEBT					60,904.00	60,904.00	
INTEREST LONG TERM DEBT							
MAIN STREET RECONSTRUCTION							
PRINCIPAL LONG TERM DEBT					225,979.00	225,979.00	
INTEREST LONG TERM DEBT							
OTHER PROJECTED DEBT					156,000.00	156,000.00	

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
LONG TERM DEBT WATER (BUDGETED IN WATER DEPT)	1,034,957.26	1,025,700.00	1,144,515.00	1,144,515.00	1,174,470.00	1,138,609.50	11.58%
FILTRATION PLANTS WPAT LOAN 1 072601							
PRINCIPAL LONG TERM DEBT	92,979.04	95,462.00	97,415.00	97,415.00	98,818.00	100,658.00	2.05%
INTEREST LONG TERM DEBT	11,523.27	9,315.00	7,022.00	7,022.00	4,643.00	2,361.00	-24.62%
MWPAT FEES	1,282.50	1,088.00	885.00	885.00	675.00	458.00	-18.66%
FILTRATION PLANTS WPAT LOAN 2 112602							
PRINCIPAL LONG TERM DEBT	434,679.31	443,566.00	459,517.00	459,517.00	485,395.00	481,374.00	3.60%
INTEREST LONG TERM DEBT	78,247.32	68,368.00	57,849.00	57,849.00	46,926.00	36,059.00	-15.39%
MWPAT FEES	7,826.25	6,889.00	5,922.00	5,922.00	4,920.00	3,885.00	-14.04%
STEPINSKI LAND ACQUISITION 091608							
PRINCIPAL LONG TERM DEBT	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	27,000.00	0.00%
INTEREST LONG TERM DEBT	10,371.25	8,988.00	7,553.00	7,553.00	6,118.00	4,860.00	-15.97%
BYRNE A VE LINE REPL 091608							
PRINCIPAL LONG TERM DEBT	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	23,000.00	0.00%
INTEREST LONG TERM DEBT	8,722.50	7,575.00	6,385.00	6,385.00	5,195.00	4,140.00	-15.71%
COUNTRY ROAD II WELL & PUMP HOUSE							
PRINCIPAL LONG TERM DEBT	100,000.00	100,000.00	100,000.00	100,000.00	-	-	0.00%
INTEREST LONG TERM DEBT	9,800.00	6,800.00	4,000.00	4,000.00	-	-	-41.18%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	3,263.62	3,329.00	3,397.00	3,397.00	3,466.00	3,535.00	2.04%
INTEREST LONG TERM DEBT	1,185.60	1,120.00	1,053.00	1,053.00	984.00	914.00	-5.98%
PERCHLORATE REMEDIATION WPAT CONTRACT 2							
PRINCIPAL LONG TERM DEBT	46,259.66	47,193.00	48,145.00	48,145.00	49,116.00	50,107.00	2.02%
INTEREST LONG TERM DEBT	16,805.14	15,871.00	14,918.00	14,918.00	13,945.00	12,953.00	-6.00%

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
SHORT TERM DEBT	18,487.84	45,000.00	70,000.00	70,000.00	40,000.00	40,000.00	55.56%
INTEREST SHORT TERM DEBT	18,487.84	45,000.00	70,000.00	70,000.00	40,000.00	40,000.00	55.56%
MISCELLANOUS INTEREST							
BOND ISSUANCE COSTS							
SUMMARY							
TOTAL EXEMPTED DEBT(G/F)	5,902,545.00	5,734,508.00	5,712,645.00	5,712,645.00	6,307,920.00	6,174,945.00	-0.38%
TOTAL NON EXEMPTED DEBT(G/F)	635,414.64	954,459.00	1,004,723.00	1,004,723.00	1,340,691.50	1,088,409.00	5.27%
TOTAL COMMUNITY PRES FUND	788,965.00	869,528.00	866,574.00	866,574.00	834,704.00	73,769.00	-0.34%
TOTAL WATER DEBT(Water Enterprise)	1,034,957.26	1,025,700.00	1,144,515.00	1,144,515.00	1,174,470.00	1,138,609.50	11.58%
TOTAL SHORT TERM DEBT	18,487.84	45,000.00	70,000.00	70,000.00	40,000.00	40,000.00	55.56%
TOTAL APPROPRIATION	8,380,369.74	8,629,195.00	8,798,457.00	8,798,457.00	9,697,785.50	8,515,732.50	1.96%
LESS WATER(BUDGETED IN WATER ENT	(1,034,957.26)	(1,025,700.00)	(1,144,515.00)	(1,144,515.00)	(1,174,470.00)	(1,138,609.50)	11.58%
LESS COMMUNITY PRES FUND	(788,965.00)	(869,528.00)	(866,574.00)	(866,574.00)	(834,704.00)	(73,769.00)	-0.34%
APPROPRIATION G/F	6,556,447.48	6,733,967.00	6,787,368.00	6,787,368.00	7,688,611.50	7,303,354.00	0.79%

Unclassified**940 Otherwise Unclassified**

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
WATER DIRECT / INDIRECT COSTS	(398,134.00)	(399,042.00)	(432,309.00)	(432,309.00)	(432,309.00)	(432,309.00)	8.34%
RECREATION DIRECT / INDIRECT COSTS	(280,561.00)	(292,530.00)	(312,668.00)	(312,668.00)	(312,668.00)	(312,668.00)	6.88%
AMBULANCE DIRECT / INDIRECT COSTS	(261,781.00)	(315,537.00)	(385,245.00)	(385,245.00)	(385,245.00)	(385,245.00)	22.09%
CATEGORY TOTAL	(940,476.00)	(1,007,109.00)	(1,130,222.00)	(1,130,222.00)	(1,130,222.00)	(1,130,222.00)	12.22%
DEPARTMENT TOTAL	(940,476.00)	(1,007,109.00)	(1,130,222.00)	(1,130,222.00)	(1,130,222.00)	(1,130,222.00)	12.22%

Description of Changes:

The direct and indirect charges have been calculated for the FY18 budget.

Programs & Services:

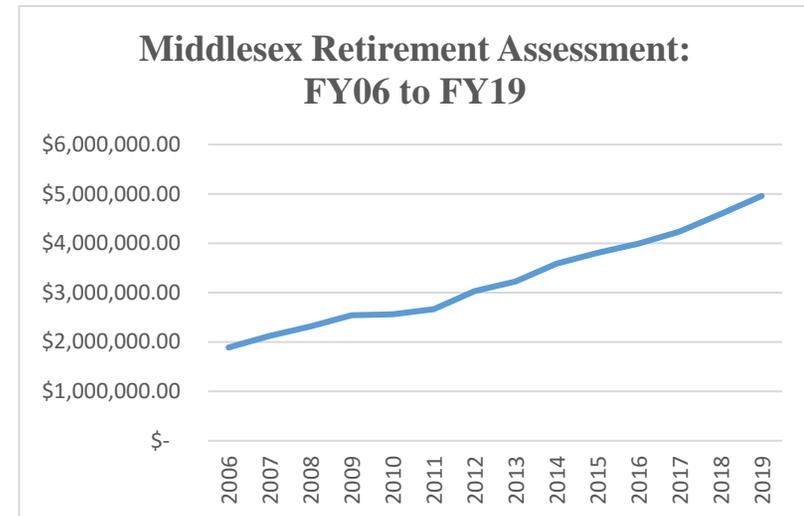
The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided by other town departments such as payroll. These charges are an offset to the 945 Unclassified Budget on the following page.

945 Unclassified

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
RETIREMENT ASSESSMENT	3,993,806.00	4,238,879.00	4,593,239.00	4,619,903.00	4,902,690.00	5,251,264.00	8.99%
HEALTH INSURANCE	8,605,921.88	9,697,491.00	10,711,187.00	10,384,523.00	11,013,109.00	12,202,158.00	7.08%
MEDICARE PART B PENALTY	11,844.80	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	0.00%
HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES	12,055.00						
LIFE INSURANCE	6,352.05	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
RETIREE HEALTH ALLOCATION	10,518.05	8,000.00	-	-			-100.00%
MEDICARE TAX	859,011.99	875,000.00	895,000.00	895,000.00	910,350.00	937,661.00	2.29%
WORKERS COMPENSATION	284,170.17	342,000.00	359,100.00	359,100.00	377,055.00	395,908.00	5.00%
WORKERS COMPENSATION RUNOUT	126.84	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
UNEMPLOYMENT COMPENSATION	44,569.26	100,000.00	100,000.00	80,000.00	100,000.00	105,000.00	-20.00%
SICK LEAVE/VAC BUY BACK-PR	44,726.21	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
HEALTH RELATED PROGRAMS	9,340.00	10,000.00		-			-100.00%
COMPREHENSIVE LIABILITY	130,213.64	140,000.00	147,000.00	147,000.00	154,350.00	162,068.00	5.00%
EXCESS UMBRELLA LIABILITY	8,538.27	9,136.00	9,593.00	9,593.00	10,073.00	10,577.00	5.00%
AUTO LIABILITY	82,819.35	88,550.00	92,978.00	92,978.00	97,627.00	102,508.00	5.00%
PUBLIC OFFICIALS LIABILITY	25,668.25	27,500.00	28,875.00	28,875.00	30,319.00	31,835.00	5.00%
EDUCATION LIABILITY	13,685.50	15,000.00	15,750.00	15,750.00	16,538.00	17,364.00	5.00%
POLICE/FIRE LIABILITY	62,118.69	49,000.00	51,540.00	51,540.00	54,117.00	56,823.00	5.18%
GENERAL LIABILITY INSURANCE	45,668.46	53,000.00	55,650.00	55,650.00	58,433.00	61,354.00	5.00%
DEDUCTIBLES	7,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
OPEB TRUST EXPENSE	712,425.00	852,278.00	1,110,225.00	852,278.00	1,362,984.00	1,660,743.00	0.00%
ENCUMBRANCES	92,039.00						
CATEGORY TOTAL	15,062,618.41	16,605,834.00	18,270,137.00	17,692,190.00	19,187,645.00	21,095,263.00	6.54%
DEPARTMENT TOTAL	15,062,618.41	16,605,834.00	18,270,137.00	17,692,190.00	19,187,645.00	21,095,263.00	6.54%

Description of Changes:

- The budgeted **Middlesex Retirement Assessment** for FY18 is \$4,673,239. This figure was received in November of 2016 and represents a 10.25% increase over the previous fiscal year. Middlesex Retirement offers a discounted rate for those participants that pay the annual assessment in full on July 1, which has been the practice in Westford. The budget reflects an \$80,000 discount as of November 7, 2016. This figure will be revisited when more information is available. The Town also has the assessment for FY19 (\$4,958,901), which is a 7.96% increase from FY18. The graph to the right shows the increase of the assessment since FY05.



At this time, the Middlesex Retirement System's debt to equity ratio is 50%. Westford is scheduled to fully fund its pension obligation by 2035, at which time there will be a dramatic decrease in the annual assessment and the town will only be responsible for paying the normal costs. Normal costs are defined as "the actuarially determined present value contribution needed to fund benefits which are earned for employee service rendered during the current year." For instance, had the retirement fund been fully funded for FY17, the assessment would be \$1,117,644 as opposed to \$4,238,879. For more information regarding the Middlesex Retirement Pension System, please see the information presented at the June 2013 Strategic Planning Event at:

http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePacket/04%20UNDERSTANDING%20RETIREMENT%20COSTS.pdf

- On November 1, 2016, the town changed **Health Insurance** carriers to Fallon Health Care after spending the previous three years with Blue Cross Blue Shield. November 1, 2016 was our first open enrollment with Fallon. Blue Cross Blue Shield submitted an open enrollment increase of 13.5%, which led to the Town going out to bid for a new carrier. Fallon submitted an actuarially equivalent plan to Blue Cross Blue Shield with only a 5.5% premium increase. In addition, Fallon offered three separate tiers of plans that will allow employees to choose their level of health care coverage. These plans are described in the 152 Human Resources budget. The Medicare supplemented plan also received a 10.00% increase. At the March 22, 2014, the town also established and appropriated \$500,000 into a health insurance stabilization fund. With this fund in place, we have lowered our estimated health insurance increase from 12% to 8% each year. The fund is approximately 5% of the health insurance budget, or \$520,839, and is set aside as an emergency fund in case the town earns a higher than predicted increase in health care premium rates; sees a large migration onto the plan (currently only 56% of

eligible personnel are on the town's health insurance); or there are more retirements than anticipated. If any of these scenarios occur, we would request a transfer from the health care stabilization fund at a town meeting to supplement the health insurance budget. If a health care supplement is not needed, then the balance would carry forward to the next fiscal year.

- The **OPEB Trust** (Other Post-Employment Benefits besides pensions, such as health and life insurance) contribution is being funded at \$1,110,225 in FY18. The current proposal is to level fund the FY17 appropriation of \$852,278 through the operating budget and raise the remaining \$257,947 through free cash. In 2004, the General Accounting Standards Board (GASB) issued Statement 45 that required governmental entities to recognize the cost of OPEB's when they are earned (when the employees are working) rather than when they are paid. At the March 2011 Annual Town Meeting, a motion was passed to establish an irrevocable trust fund. Westford's last actuarial study performed in FY15 showed that Westford had a \$56 million liability. The Town is scheduled to have another actuarial study performed in FY17. This is typically done after open enrollment to ensure a more accurate study.

To date, the current balance in the OPEB Stabilization Account as of September 30, 2016 is \$3,100,281. The general funds' share is \$2,349,249 and the water enterprise has a balance of \$751,033. At the March 2018 Annual Town Meeting, we are proposing to fund an additional \$1,110,225 towards the liability. This figure was calculated by the Finance Director during an analysis completed in April of 2014 using the rationale that the town fund the normal costs for any employee hired after January 1, 2012. In FY19 and FY20, we have earmarked \$1,362,984 and \$1,660,745 respectively to allocate towards the OPEB Trust.

For more information regarding OPEB's, please visit the Town website at the following link:

http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePacket/10%20OPEB%20Visuals%2006202013.pdf

School & Town 945 Expenditures

Account	FY18 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	4,619,903.00	67.01%	3,095,889	32.99%	1,524,014	FY16 Actual Middlesex Retirement Employee Deduction
HEALTH INSURANCE (BASED ON FY16 ACTUALS)						
ACTIVE	8,202,064.00	29.69%	2,435,288	70.31%	5,766,776	FY16 Nov-June Expenditures with BCBS
RETIREE	2,182,459.00	25.07%	547,039	74.93%	1,635,420	FY16 Nov-June Expenditures with BCBS
LIFE INSURANCE	7,000.00	37.11%	2,598	62.89%	4,402	FY16 Actual Life Insurance Deductions
MEDICARE PART B PENALTY	13,000.00	16.29%	2,117	83.71%	10,883	Based on November 2016 Invoice
MEDICARE TAX	895,000.00	28.60%	255,933	71.40%	639,067	FY16 Actual Employer Medicare Tax
WORKERS COMPENSATION	359,100.00	21.83%	78,404	78.17%	280,696	MIIA Property & Casualty Group
WORKERS COMPENSATION RUNOUT	20,000.00	50.00%	10,000	50.00%	10,000	FY16-17 Schedule 1 & 19
UNEMPLOYMENT COMPENSATION	80,000.00	29.34%	23,474	70.66%	56,526	FY16 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000.00	100.00%	50,000			Town only
COMPREHENSIVE LIABILITY	147,000.00	39.41%	57,939	60.59%	89,061	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	9,593.00	76.34%	7,323	23.66%	2,270	MIIA Property & Casualty Group
AUTO LIABILITY	92,978.00	81.87%	76,117	18.13%	16,861	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	28,875.00	100.00%	28,875	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	15,750.00	0.00%	-	100.00%	15,750	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	51,540.00	100.00%	51,540	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	55,650.00	72.87%	40,553	27.13%	15,097	MIIA Property & Casualty Group
DEDUCTIBLES	10,000.00	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	852,278.00	32.89%	280,292	67.11%	571,986	7-1-14 OPEB Actuarial Report (Town vs. School Net OPEB obligation)

Community Preservation

240 Community Preservation Fund

Mission Statement:

The CPC's mission is to work collaboratively with residents, advocates, and local officials to review and prioritize the affordable housing, open space, historical restoration, and recreation needs of the community.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
SUPPORT STAFF	4,523.75	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
CATEGORY TOTAL	4,523.75	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
EXPENSES							
ADMIN EXPENSES	4,544.99	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
CATEGORY TOTAL	4,544.99	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
DEBT SERVICE							
EAST BOSTON CAMPS - PRINCIPAL	680,000.00	705,000.00	730,000.00	730,000.00	730,000.00	-	
EAST BOSTON CAMPS - INTEREST	108,965.00	84,485.00	58,400.00	58,400.00	29,200.00	-	-30.88%
TOWN HALL - PRINCIPAL	53,400.00	53,400.00	53,400.00	53,400.00	53,400.00	53,400.00	0.00%
TOWN HALL - INTEREST	28,244.58	26,643.00	24,774.00	24,774.00	22,104.00	20,369.00	-7.01%
INTEREST ON SHORT TERM DEBT	-	-	-	-	-	-	
CATEGORY TOTAL	870,609.58	869,528.00	866,574.00	866,574.00	834,704.00	73,769.00	-0.34%
DEPARTMENT TOTAL	879,678.32	884,528.00	881,574.00	881,574.00	849,704.00	88,769.00	-0.33%

Description of Changes:

The Support Staff and Admin Expenses line items are level funded for FY18. There are currently two CPC projects that have been bonded and the CPC makes annual payments. The first debt payment is for the purchase of East Boston Camps which was approved at the February 2005 Special Town Meeting. The second debt payment is for a portion of the Town Hall rehabilitation project that was approved at the May 2009 Annual Town Meeting.

Other Metrics:

Revenue History					
Fiscal Year	Penalties / Interest	Other Taxes - CPA Surcharge	CPA - State Share	Earnings on Investments	Total
2003	1,395.53	927,877.35	815,485.00	32,765.41	1,777,523.29
2004	2,724.99	1,010,454.76	924,436.00	76,600.82	2,014,216.57
2005	1,820.31	1,077,557.22	1,005,454.00	120,934.60	2,205,766.13
2006	1,433.27	1,139,232.16	1,078,627.00	116,414.27	2,335,706.70
2007	1,978.27	1,188,066.11	1,137,231.00	197,197.75	2,524,473.13
2008	2,348.42	1,220,210.29	1,190,322.00	289,460.41	2,702,341.12
2009	2,204.36	1,250,223.28	885,461.00	228,229.44	2,366,118.08
2010	2,527.72	1,284,730.99	485,429.00	175,070.12	1,947,757.83
2011	2,929.67	1,303,521.74	386,547.00	144,429.70	1,837,428.11
2012	2,355.58	1,361,387.74	385,895.00	106,484.46	1,856,122.78
2013	2,488.53	1,407,988.61	402,455.00	41,425.07	1,854,357.21
2014	2,915.23	1,456,660.02	818,612.00	63,390.85	2,341,578.10
2015	3,840.41	1,568,218.57	514,377.00	72,906.91	2,159,342.89
2016	4,048.90	1,644,891.63	513,583.00	96,236.22	2,258,759.75
Total	35,011.19	17,841,020.47	10,543,914.00	1,761,546.03	30,181,491.69

Enterprise

600 Water Enterprise

Mission Statement:

The goal of the Water Department is to provide dependable and responsive water utility service in a manner that meets State and Federal requirements and the needs of its customers. We are committed to customer service and teamwork consistent with the standards of the Town of Westford. We strive to sustain operations through maximizing efficiency and minimizing operational costs while continuing to meet increased regulation, additional treatment requirements, and rising expectations. The Water Department is focused on supporting the growth of the Town and meeting the increasing demand for safe, reliable water.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
SUPERINTENDENT	99,419.82	105,495.00	107,077.00	107,077.00	108,684.00	108,684.00	1.50%
BUSINESS MANAGER	83,721.56	87,052.00	88,358.00	88,358.00	88,358.00	88,358.00	1.50%
RECORDS SUPERVISOR	64,808.32	64,561.00	64,314.00	64,314.00	64,314.00	64,808.00	-0.38%
ADMIN SECRETARY	53,364.16	53,160.00	52,957.00	52,957.00	52,957.00	53,364.00	-0.38%
DEPARTMENT ASSISTANT	20,233.28	30,803.00	31,574.00	31,574.00	32,526.00	32,777.00	2.50%
TREATMENT MANAGER	77,798.81	80,541.00	81,749.00	81,749.00	82,154.00	82,154.00	1.50%
COMPLIANCE MANAGER	72,055.17	74,964.00	76,089.00	76,089.00	76,089.00	76,089.00	1.50%
LABORER	450,240.42	499,784.00	500,428.00	500,428.00	504,171.00	510,921.00	0.13%
SEASONAL STAFF	9,793.03	11,472.00	11,472.00	11,472.00	11,472.00	11,472.00	0.00%
SCHEDULED OVERTIME	80,215.29	80,257.00	80,257.00	80,257.00	80,257.00	80,257.00	0.00%
OVERTIME - NON SCHED	25,333.71	23,686.00	35,000.00	35,000.00	35,000.00	35,000.00	47.77%
STIPENDS / LICENSES	10,125.00	11,325.00	11,500.00	11,500.00	11,675.00	11,850.00	1.55%
LONGEVITY	15,050.00	16,000.00	16,140.00	16,140.00	17,500.00	17,800.00	0.88%
SICK LEAVE / VACATION BUYBACK	1,842.74		1,843.00	1,843.00	1,843.00	1,843.00	
COMPENSATION RESERVE		18,964.00	30,942.00	30,942.00	40,814.00	41,253.00	63.16%
CATEGORY TOTAL	1,064,001.31	1,158,064.00	1,189,700.00	1,189,700.00	1,207,814.00	1,216,630.00	2.73%

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
EXPENSES							
SPECIAL DETAILS	7,111.47	6,000.00	7,000.00	7,000.00	7,000.00	7,000.00	16.67%
UNIFORM ALLOWANCES	7,677.71	8,925.00	8,700.00	8,700.00	8,700.00	8,700.00	-2.52%
ELECTRICITY	207,150.34	250,000.00	225,000.00	225,000.00	235,000.00	240,000.00	-10.00%
HEATING FUEL	18,212.36	40,000.00	30,000.00	30,000.00	30,000.00	30,000.00	-25.00%
BUILDING MAINTENANCE	53,916.12	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%
VEHICLE MAINTENANCE	23,721.64	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
OFFICE EQUIPMENT MAINTENANCE	3,541.44	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
IT MAINTENANCE SUPPORT	14,652.61	20,000.00	18,000.00	18,000.00	18,000.00	18,000.00	-10.00%
WATER INFRASTRUCTURE MAINT.	95,058.15	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	0.00%
WELL REPAIRS / IMPROVEMENTS	62,484.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%
LEAK SURVEY SERVICES	4,290.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
LABORATORY SERVICES	33,751.01	30,000.00	35,000.00	35,000.00	35,000.00	35,000.00	16.67%
LEGAL SERVICES	96.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
DRUG AND ALCOHOL TESTING	520.00	450.00	550.00	550.00	550.00	550.00	22.22%
TRAINING & DEVELOPMENT	8,556.96	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
ENGINEERING SERVICES	8,838.75	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
CONTRACTED SERVICES	7,391.36	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%
POSTAGE	15,691.22	11,500.00	16,000.00	16,000.00	17,000.00	18,000.00	39.13%
TELEPHONE	15,319.65	15,000.00	16,000.00	16,000.00	16,000.00	16,000.00	6.67%
ADVERTISING - LEGAL	1,215.49	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%
TELEMETERING	349.00				-	-	
PAGING SERVICES	257.29				-	-	
CONSUMER AWARENESS	10,232.09	10,000.00	10,500.00	10,500.00	10,500.00	10,500.00	5.00%
GASOLINE	12,772.43	22,000.00	20,000.00	20,000.00	20,000.00	20,000.00	-9.09%
OFFICE SUPPLIES	7,950.04	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
HARDWARE SUPPLIES	5,602.68	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
RESURFACE MATERIAL	16,336.91	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
WELL TREATMENT / CHEMICALS	239,697.49	260,000.00	260,000.00	260,000.00	260,000.00	260,000.00	0.00%
PIPE & PIPE SUPPLIES	62,688.06	70,000.00	80,000.00	80,000.00	80,000.00	80,000.00	14.29%
METER REPLACEMENT	99,408.84	150,000.00	100,000.00	100,000.00	100,000.00	100,000.00	-33.33%
HYDRANT REPLACEMENTS	11,669.64	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
DEP ASSESSMENTS	4,266.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
MEETINGS & CONFERENCES	770.57	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
DUES AND MEMBERSHIPS	1,825.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
OPEB TRUST EXPENSE	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
DIRECT/INDIRECT COSTS	398,134.00	399,042.00	415,044.00	415,044.00	446,172.00	479,635.00	4.01%
BOND ISSUANCE COSTS							
ENCUMBRANCES	32,750.00						
CATEGORY TOTAL	1,523,906.32	1,723,417.00	1,671,294.00	1,671,294.00	1,713,422.00	1,752,885.00	-3.02%

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
RESERVE FUND							
EMERGENCY RESERVE FUND	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
CATEGORY TOTAL	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
PRINCIPAL & INTEREST							
MWPAT FILTRATION 1 - PRINCIPAL	92,979.04	95,462.00	97,415.00	97,415.00	98,818.00	100,658.00	2.05%
MWPAT FILTRATION 1 - INTEREST	11,523.27	9,315.00	7,022.00	7,022.00	4,643.00	2,361.00	-24.62%
MWPAT FEES	1,282.50	1,088.00	885.00	885.00	675.00	458.00	-18.66%
MWPAT FILTRATION 2 - PRINCIPAL	434,679.31	443,566.00	459,517.00	459,517.00	485,395.00	481,374.00	3.60%
MWPAT FILTRATION 2 - INTEREST	78,247.32	68,368.00	57,849.00	57,849.00	46,926.00	36,059.00	-15.39%
MWPAT FEES	7,826.25	6,889.00	5,922.00	5,922.00	4,920.00	3,885.00	-14.04%
UPGRADE BYRNE AVE MAIN - PRINCIPAL	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	23,000.00	0.00%
COUNTRY ROAD II WELL & PUMP HOUSE - PRI	100,000.00	100,000.00	100,000.00	100,000.00			0.00%
STEPINSKI LAND - PRINCIPAL	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	27,000.00	0.00%
UPGRADE BYRNE AVE MAIN - INTEREST	8,722.50	7,575.00	6,385.00	6,385.00	5,195.00	4,140.00	-15.71%
COUNTRY ROAD II WELL & PUMP HOUSE - INT	9,800.00	6,800.00	4,000.00	4,000.00			-41.18%
STEPINSKI LAND - INTEREST	10,371.25	8,988.00	7,553.00	7,553.00	6,118.00	4,860.00	-15.97%
WPAT PERCHLORATE CONTRACT 1 - PRINCIPAL	3,263.62	3,329.00	3,397.00	3,397.00	3,466.00	3,535.00	2.04%
WPAT PERCHLORATE CONTRACT 2 - PRINCIPAL	46,259.66	47,193.00	48,145.00	48,145.00	49,116.00	50,107.00	2.02%
WPAT PERCHLORATE CONTRACT 1 - INTEREST	1,185.60	1,120.00	1,053.00	1,053.00	984.00	914.00	-5.98%
WPAT PERCHLORATE CONTRACT 2 - INTEREST	16,805.14	15,871.00	14,918.00	14,918.00	13,945.00	12,953.00	-6.00%
MWPAT FEES	1,349.30	1,274.00	1,198.00	1,198.00	1,120.00	1,041.00	-5.97%
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	70,000.00	0.00%
GRANITEVILLE UPGRADE MAIN-INTEREST	33,437.50	32,137.00	30,838.00	30,838.00	29,538.00	28,238.00	-4.04%
RTE 110 UPGRADE MAIN-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
RTE 110 UPGRADE MAIN-INTEREST	12,225.00	11,725.00	11,225.00	11,225.00	10,725.00	10,225.00	-4.26%
GRANITEVILLE MAIN (PATRIOT TO MAIN)-PRINCIPAL			18,000.00	18,000.00	20,000.00	20,000.00	
GRANITEVILLE MAIN (PATRIOT TO MAIN)-INTEREST			9,410.00	9,410.00	8,690.00	8,090.00	
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL			23,000.00	23,000.00	25,000.00	25,000.00	
PLEASANT ST MAIN (ABBOT TO PINE)-INTEREST			11,783.00	11,783.00	10,863.00	10,112.50	
SUBTOTAL - ISSUED BONDS	1,034,957.26	1,025,700.00	1,084,515.00	1,084,515.00	991,137.00	949,010.50	5.73%
GRANITEVILLE/MAIN ST./PLEASEANT ST.-PRIN	-	94,340.00					-100.00%
PROSPECT HILL/SLUDGE STORAGE TEMP INT.	-		60,000.00	60,000.00	183,333.00	180,000.00	
ROUTE 40 @ DUNSTABLE ROAD	-					9,600.00	
SUBTOTAL - NON-ISSUED BONDS	-	94,340.00	60,000.00	60,000.00	183,333.00	189,600.00	-36.40%
CATEGORY TOTAL	1,034,957.26	1,120,040.00	1,144,515.00	1,144,515.00	1,174,470.00	1,138,610.50	2.19%
DEPARTMENT TOTAL	3,622,864.89	4,251,521.00	4,255,509.00	4,255,509.00	4,345,706.00	4,358,125.50	0.09%

Goals:**Business**

- Maintain Accounts Receivables at 20 days DSO or Less.
- Maintain over 60 day's old receivables at less than 25% of total receivables.
- Minimize liens through increased monthly collection efforts.
- Maintain user rates and fees at current levels.
- Replace and Test 300 Residential 5/8" Meters.
- Promote Electronic Bill Delivery and Customer Service Notifications.

Environmental Compliance/Regulatory

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Educate water customers on MassDEP's 65 gallons per Capita per Day water usage recommendations and the importance of protecting the water supply from cross connections.
- Perform Leak Detection Survey on 50% of the Water Distribution System and external inspections on five Water Storage Tanks.
- Reduce sampling requirements and costs by pursuing applicable MassDEP sampling waivers.
- Secure Shutdown of Perchlorate Treatment Facility due to consistently low perchlorate concentrations in the Valley Aquifer Capture Zone.
- Reduce Disinfection By-Product Concentrations through process adjustments and distribution system analysis.
- Incorporate new MassDEP Water Management Act Permit outside watering restrictions into the Water Department Rules and Regulations and Drought Management Policy and notify customers.

Operations

- Inspect 1,025 fire hydrants twice per year and exercise 200 critical water distribution system gate valves per the Department's Flushing and Valve Maintenance Program.
- Automate field inspection reports and water service/gate card forms using PeopleGIS or DoForms.
- Repair 25 gate valve boxes, 20 curb boxes, 5 Gate Valves.
- Replace four fire hydrants through the Fire Hydrant Replacement Program.
- Revise flushing program to incorporate pre-flush gate valve exercising program.

- Complete fire hydrant inventory and information database.
- Paint 500 Fire Hydrants.
- Test all source meters for water auditing purposes.
- Clean and redevelop two Water Supply Wells (Forge #2 Well and Cote Well).
- Maintain Unaccounted For Water at less than 10%.

Description of Changes:

- The FY 2018 **Capital Budget** request for bonded projects is **\$2,500,000 (Bonded)** for the replacement of the Prospect Hill Water Tank and **Non Bonded Capital** requests of **\$208,250** for the following projects: 1) **\$26,250** for replacement of a utility vehicle's truck bed, 2) **\$32,000** for the replacement of a 4x4 SUV and 3) **\$150,000** for the design of a 12" water main replacement for Boston Road.
- The FY 2018 **Debt Service** budget increased by **\$24,469** or 2.2% based on the existing loan portfolio and the addition of a temporary BAN for the \$2,500,000 Prospect Hill water tank replacement.
- The **Personnel Services** expenses increased by **\$31,636** or 2.7% from the prior fiscal year's budget. The major factor for the increase is a compensation reserve of \$30,942 for projected union payroll increases.
- The **Operating & Maintenance** expense budget **decreased** by **\$52,123** from the FY 2017 budget or a 3% decrease. The following expenses are the major contributors to changes from the FY 2017 budget: 1) a **decrease** of **\$25,000** for **Electricity** as a result of net metering credits, 2) a **decrease** of **\$50,000** for **Meter Replacements** primarily due to less expensive rebuilt meter replacements, and 3) **increases** of **\$16,002** for **Indirect Costs** due to rising health, retirement and general insurance costs.
- Included in the FY 2018 budget package is a section named "Westford Water Long Range Plan Projections" which projects future water rates through FY 2024. The current LRP indicates that the water rates should be adequate through FY 2024 without any rate increases. These projections include future capital requirements and debt service requirements.

Programs & Services:

In 2012, the Executive Office of Energy and Environmental Affairs (EEA) created the Sustainable Water Management Advisory Committee. This Committee, comprised of a wide range of stakeholders, and supported by staff from the Department of Environmental Protection (MassDEP), the Department of Fish and Game (DFG), and the Department of Conservation and Recreation (DCR), worked with the Water Management Act Advisory Committee and the Water Resources Commission to develop the Sustainable Water Management Initiative: Final Framework (SWMI). The framework created a groundwater and surface water withdrawal allocation program designed to satisfy the

Commonwealth's water needs while recognizing ecological issues such as low streamflow, the overall biological health of the aquatic habitat, and the sustainability of our freshwater resources; which eventually led to revisions to the permitting regulations under the Water Management Act (WMA) Program.

The Town of Westford Water Department currently operates under the terms and conditions of a 20-Year Water Management Act Permit issued by MassDEP that is slated to expire in 2018. Based on the newly revised regulations of the Water Management Act and our most recent Draft Permit, we anticipate decreases in our total authorized withdrawal volume, as well as, the maximum authorized daily withdrawal from each of our nine groundwater sources. Furthermore, we are expecting increases in performance standards for both Residential Gallons Per Capita Day Water Use (RGPCD) and Unaccounted-for-Water (UAW), demand management, water conservation requirements, and seasonal limitations on Nonessential Outdoor Water Use.

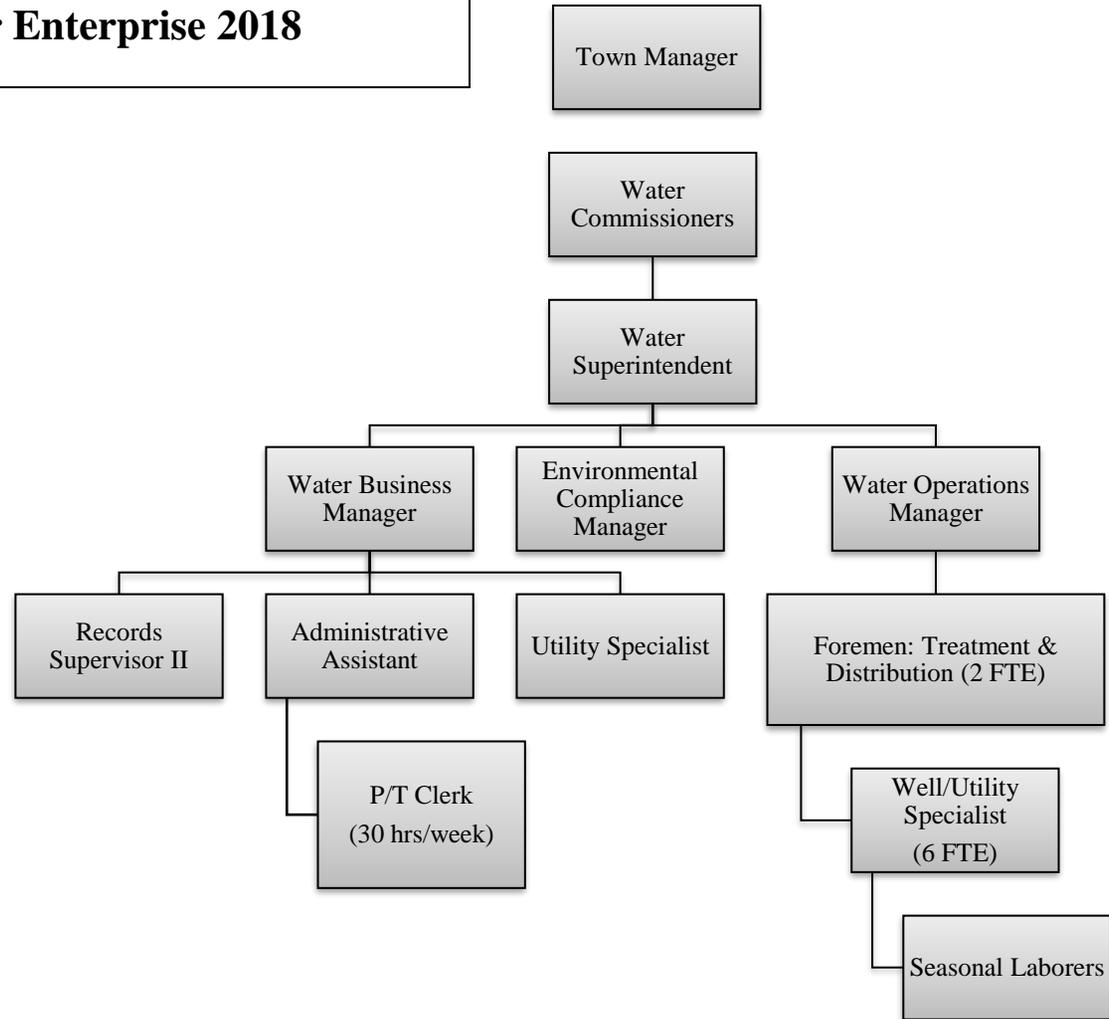
The Town, currently permitted to withdraw up to 2.44 million gallons per day (MGD), is likely to see its permitted allowance reduced to 1.79 MGD. Additionally, we expect that the allowable RCPGD use will be reduced from 80 to 65 gallons and UAW from 15% to 10%. The Town of Westford's total groundwater withdrawal in 2015 was 624.422 million gallons, which calculates to an average daily withdrawal of 1.71 million gallons per day. The residential gallons per capita day use was calculated to be 68 gallons and the system's unaccounted-for-water use was estimated to be 8.6% or 51.3 Million Gallons. Though we are operating within the anticipated permitted allowance and the performance standard for UAW, increased efforts will be required to reduce seasonal (summer) outdoor use to meet the new RGPCD requirement. As we have seen with newly released permits throughout the Commonwealth, it is expected that Westford will be required to limit nonessential water use through mandatory restrictions from May 1st through September 30th, including restricting the irrigation of lawns via sprinklers or automatic irrigation systems to 1-2 days per week, depending on streamflow or drought conditions.

Current demand projections predict the average day demand in Westford in 2030 will reach 2.0 million gallons per day. To meet this demand, the Town will likely need to request an increase to its permit above the expected 1.71 MGD, which could require costly gallon for gallon mitigating measures, such as sewer infiltration and inflow improvements, stormwater recharge, dam removal, culvert replacement, stream or habitat restoration, private well bylaws, the creation of a stormwater utility or bylaw, acquisition of property for resource protection, and installation of fish ladders. The impact of mandated seasonal restrictions could potentially reduce water revenue 20-25%. We anticipate that rate increases will ultimately be required for the Town to maintain its aging water infrastructure, meet the new regulatory requirements, and secure a permitted increase in water withdrawal to meet future demand.

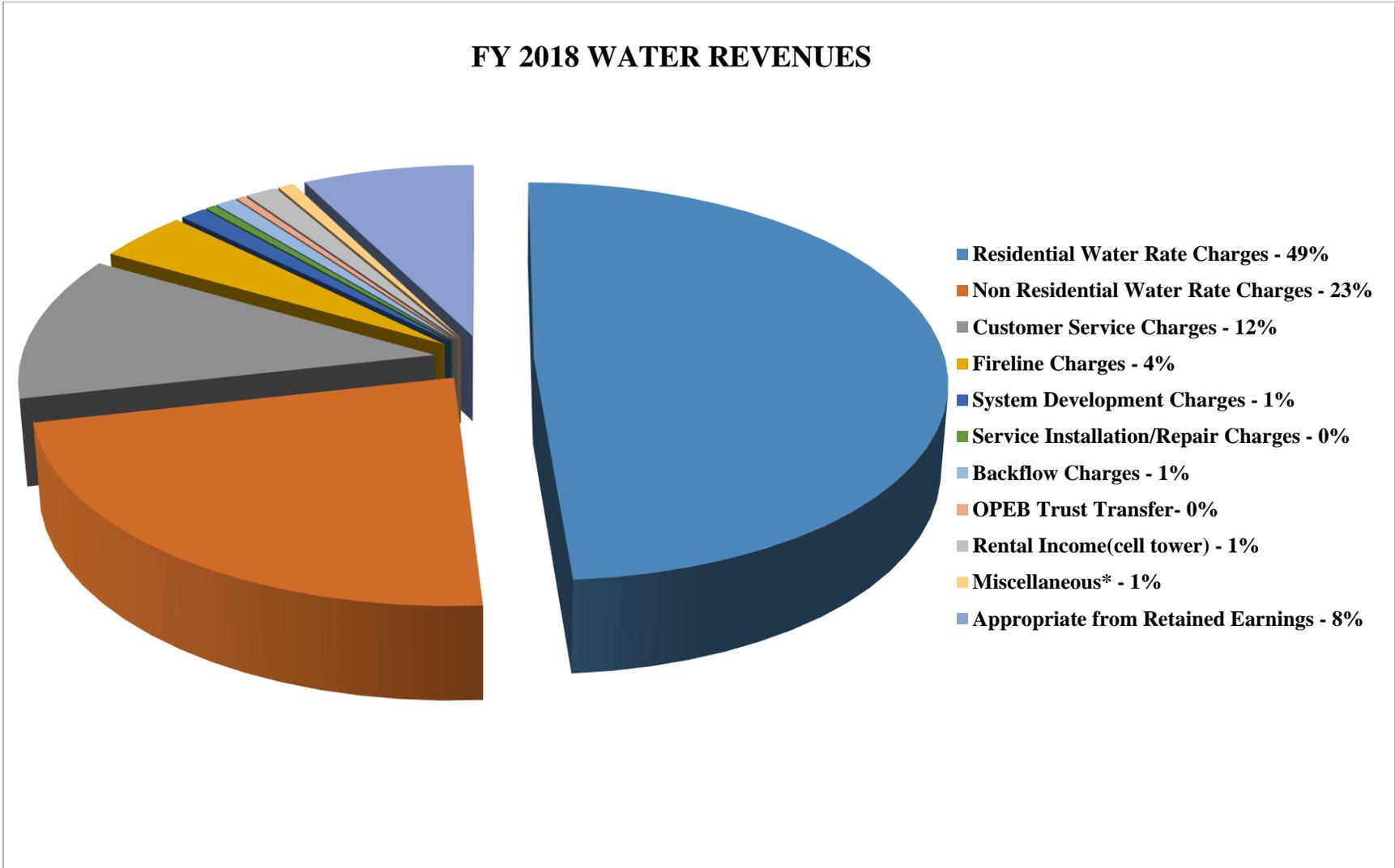
Personnel:

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Water Superintendent	1.0	EXEM	107,077.00	600.00		107,677.00
Business Manager	1.0	EXEM	88,358.00	600.00		88,958.00
Records Supervisor II	1.0	CWA	64,314.00			64,314.00
Administrative Assistant	1.0	CWA	52,957.00	1,100.00		54,057.00
Department Assistant	0.8	CWA	31,574.00			31,574.00
Water Operations Manager	1.0	EXEM	81,749.00	1,100.00		82,849.00
Environmental Compliance Ma	1.0	EXEM	76,089.00	600.00		76,689.00
Water Foreman	2.0	CWA	126,880.00	5,200.00		132,080.00
Water Laborer	6.0	CWA	321,672.00	6,400.00		328,072.00
Utility Specialist	1.0	CWA	51,876.00	540.00		52,416.00
Seasonal Staff			11,472.00			11,472.00
Stipends/Licenses			11,500.00			11,500.00
Scheduled Overtime			80,257.00			80,257.00
Overtime - Non Scheduled			35,000.00			35,000.00
Sick Leave / Vacation Buyback			1,843.00			1,843.00
Compensation Reserve			30,942.00			30,942.00
Total Personal Services	15.8		1,173,560.00	16,140.00	-	1,189,700.00

Water Enterprise 2018



Other Metrics:



630 Recreation Enterprise

Mission Statement:

The mission of the Recreation Enterprise is to enhance the quality of life through enriching experiences that support the Westford Community. The department provides high quality, safe activities and services designed to meet the year-round interests of the community. Programs and services are provided in an efficient, cost-effective, affordable, and inclusive manner.

Goals:

- To continue to offer year-round affordable programs and services for the resident of Westford
- To seek additional sources of revenue to offset the cost of services provided

Description of Changes:

The Recreation Enterprise is supported through user fees and the general fund with programs that are cost-effective and affordable. The Recreation Enterprise budget includes the salaries of all program staff (15 part time, 150-200 seasonal), a percentage of salaries of Recreation Management and Administration, direct costs of employee benefits (Health, F.I.C.A., Medicare, Retirement), indirect costs of other Town Departments (Town Manager, Accounting, Audit Services, Finance Director, Treasurer/Collector, Human Resources, and Technology), Insurance (Worker's Compensation, Unemployment Compensation, Comprehensive Liability, Excess Umbrella Liability, Public Officials Liability, General Liability), all program related expenses, and expenses for the operation of the leased office and program space.

Personal Services: The increase in personal services is due to COLA and settlement of Collective Bargaining Agreement. Line items for Supervisory staff and Recreation Staff have been adjusted to better reflect the expenditures Massachusetts minimum wage increases in January 2017 from \$10 to \$11/hour.

Expenses: The Enterprise fund has shared expenses that are applied to the 630 Recreation budget. The expenses are related to the operation of the office location at leased space 22 Town Farm Road and management/administration of the department. Expenses directly related to the Enterprise fund are building maintenance, printing services, programs and activities. Direct/indirect costs have been calculated for FY18. See 940 Otherwise Unclassified for additional information on direct/indirect costs.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
DIRECTOR	24,006.00	24,486.00	25,857.00	25,857.00	26,245.00	26,245.00	5.60%
ASSISTANT DIRECTOR	74,682.00	74,682.00	72,150.00	67,970.00	71,337.00	73,761.00	-8.99%
OFFICE MANAGER	45,157.00	43,217.00	46,800.00	46,800.00	47,525.00	47,525.00	8.29%
RECREATION SUPERVISOR/ASST	535,934.87	597,071.00	601,812.00	601,812.00	611,247.00	620,597.00	0.79%
OTHER RECREATION STAFF	323,194.13	264,850.00	271,472.00	271,472.00	275,544.00	275,544.00	2.50%
SHARED - LONGEVITY	7,658.00	6,193.00	5,236.00	5,457.00	7,732.00	9,662.00	-11.88%
CATEGORY TOTAL	1,010,632.00	1,010,499.00	1,023,327.00	1,019,368.00	1,039,630.00	1,053,334.00	0.88%
EXPENSES							
ELECTRICITY	1,310.00	1,450.00	1,500.00	1,500.00	1,500.00	1,500.00	3.45%
HEATING FUEL	2,500.00	2,500.00	1,875.00	1,875.00	1,875.00	1,875.00	-25.00%
WATER	200.00	250.00	225.00	225.00	225.00	225.00	-10.00%
BUILDING MAINTENANCE	86.84	1,000.00	800.00	800.00	400.00	400.00	-20.00%
BUILDING LEASE			22,664.00	22,664.00	22,664.00	22,664.00	
ADD'L BUILDING EXPENSES - LEASED			500.00	500.00	500.00	500.00	
PRINTING SERVICES	8,500.00	8,500.00	9,000.00	9,000.00	9,000.00	9,000.00	5.88%
OFFICE SUPPLIES	100.00	100.00	100.00	100.00	100.00	100.00	0.00%
PROGRAMS AND ACTIVITIES	54,684.54	56,000.00	56,000.00	56,000.00	56,000.00	56,000.00	0.00%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEETINGS & CONFERENCES	225.00	250.00	125.00	125.00	125.00	125.00	-50.00%
DUES AND MEMBERSHIPS	295.00	295.00	250.00	250.00	150.00	150.00	-15.25%
DIRECT/INDIRECT COSTS	280,561.00	292,530.00	312,668.00	312,668.00	312,668.00	312,668.00	6.88%
ENCUMBRANCES							
CATEGORY TOTAL	350,262.38	364,675.00	407,507.00	407,507.00	407,007.00	407,007.00	11.75%
DEPARTMENT TOTAL	1,360,894.38	1,375,174.00	1,430,834.00	1,426,875.00	1,446,637.00	1,460,341.00	3.76%

Programs & Services:

The Recreation Enterprise provides a variety of year round indoor and outdoor programs and activities for children, youth, and adults. The department delivers programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-maintained parks and facilities. The enterprise is supported through user fees and general fund with programs that are cost-effective and affordable. Please visit our website at www.westfordrec.com/info/default.aspx.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	0.3	EXEM	25,857.00	1,100.00	26,957.00
Asst. Director	0.9	OPEIU	67,970.00	850.00	68,820.00
Office Manager	0.8	OPEIU	46,800.00		46,800.00
Senior Assistant	0.6	CWA	27,903.00		27,903.00
Rec Supervisor - Union	10.5	OPEIU	445,497.00	3,507.00	449,004.00
Rec Supervisor - Non Union	2.3	NON	128,412.00	-	128,412.00
Other Recreation Staff		NON	271,472.00		271,472.00
Total Personal Services	15.4		1,013,911.00	5,457.00	1,019,368.00

For organizational chart of Parks, Recreation, and Cemetery Department see budget 630 Recreation.

Other Metrics:

Please visit the Westford Recreation's website at <http://www.westfordrec.com/info/default.aspx> for further information regarding programs offered.

640 Ambulance Enterprise

Mission Statement:

Westford Ambulance Service is committed to preventing of loss of life resulting from injuries, medical emergencies and disasters. We are committed to providing the highest quality of both pre-hospital emergent and non-emergent medical care to individuals who seek our services. Our sense of purpose is reflected in time sensitive, medically sound, respectful, and compassionate delivery of professional medical care.

Goals:

To update the contract with the Lowell General Paramedics

- To work with the emergency medical doctor and senior paramedics to assess training needs to keep skills proficient and to train responders on new equipment and procedures
- Review and update as needed the Rules & Regulations and Standard Operating Guide Lines (SOG's)
- Review ALS Billing agreements with neighboring communities
- To develop an in-house training program that conforms to the National Registry Continuing Education
- Evaluate Fire Department staffing issues by looking at options of Increasing Overtime, Swing Personnel, and the Staffing of Ambulance at the Nabnasset Station

Description of Changes:

- Ambulance Enterprise Budget total increase of 0.44%.
- Ambulance Overtime is decreasing 5.01% to reflect the actual FY16 amount, to adjust for contractual increases, and in order to maintain a safe level of staffing. Our liability is increasing for Vacation/Sick/Personal time as are the back to back calls the Department is handling which can reduce the available in-town staff by over 50%. Additional Overtime will be used for shift callback and to allow for full staffing of our shifts to 9 more regularly.
- For the FY16 Fire/Ambulance overtime, there were a total 16,382 hours taken off and 9,636 (51.86%) overtime hours filled at an average rate of \$44.36.
- The increase/decrease in uniform allowances, educational and such in the Fire/Ambulance Personnel budgets represents an increase in Firefighters seeking education, contractual obligations and the shifting of personnel between the two budgets.
- The remaining increases in Personal Services are represented by contractual obligations.
- The IAFF union contract expires on June 30, 2017. Only step increases are included in the budget.
- The Increase in Contracted Services and Health/Medical Supplies reflect the increase in call volume and Actual FY16 expenses.
- Equipment Maintenance increase due to Maintenance/Service contract for Cardiac monitors coming off warranty and repairing of older equipment.
- Most of the Fire Operating Budget changes are due to adjustments in the Natural Gas, Electricity, Gasoline and Diesel estimates.

	FISCAL 2016 ACTUAL	FISCAL 2017 BUDGET	FISCAL 2018 REQUEST	FISCAL 2018 TMR	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2018 % INC/DEC
PERSONAL SERVICES							
FIREFIGHTERS	467,386.20	490,615.00	500,130.00	500,130.00	508,089.00	518,376.00	1.94%
CALL EMTS	135.90	1,000.00	500.00	500.00	500.00	1,000.00	-50.00%
OVERTIME	84,042.41	115,803.00	122,303.00	110,000.00	125,361.00	125,361.00	-5.01%
HOLIDAY OVERTIME	11,384.94	8,991.00	8,991.00	8,991.00	8,991.00	8,991.00	0.00%
TRAINING	12,662.78	19,000.00	19,325.00	19,325.00	19,658.00	19,658.00	1.71%
EDUCATION INCENTIVE PAY	24,466.47	26,772.00	28,008.00	28,008.00	28,668.00	29,388.00	4.62%
EMT STIPENDS	72,062.58	78,498.00	80,021.00	80,021.00	81,294.00	82,940.00	1.94%
HOLIDAY PAY	19,706.06	20,677.00	21,078.00	21,078.00	21,414.00	21,764.00	1.94%
LONGEVITY	2,250.00	2,250.00	3,750.00	3,750.00	4,500.00	5,500.00	66.67%
CATEGORY TOTAL	694,097.34	763,606.00	784,106.00	771,803.00	798,475.00	812,978.00	1.07%
EXPENSES							
UNIFORM ALLOWANCE	9,803.82	7,200.00	7,200.00	7,200.00	7,200.00	7,200.00	0.00%
ELECTRICITY	7,390.50	7,522.00	6,909.00	7,500.00	7,047.00	7,188.00	-0.29%
NATURAL GAS	2,276.54	5,148.00	4,290.00	3,000.00	4,376.00	4,463.00	-41.72%
WATER	469.09	600.00	600.00	500.00	612.00	624.00	-16.67%
BUILDING MAINTENANCE	4,249.97	3,500.00	4,000.00	4,000.00	4,080.00	4,162.00	14.29%
VEHICLE MAINTENANCE	6,628.73	7,500.00	7,000.00	7,000.00	7,140.00	7,283.00	-6.67%
EQUIPMENT MAINTENANCE	6,812.74	3,000.00	6,800.00	6,800.00	6,936.00	7,075.00	126.67%
COMMUNICATION EQUIPMENT MAINTENANCE	1,177.77	1,000.00	1,000.00	1,000.00	1,020.00	1,040.00	0.00%
LAUNDRY SERVICES	-	200.00	200.00	200.00	204.00	208.00	0.00%
TRAINING & DEVELOPMENT	3,287.80	3,500.00	3,500.00	3,500.00	3,570.00	3,641.00	0.00%
CONTRACTED SERVICES	58,113.44	59,500.00	60,000.00	60,000.00	61,200.00	62,424.00	0.84%
POSTAGE	117.65	150.00	150.00	150.00	153.00	156.00	0.00%
ADVERTISING - GENERAL	-	105.00	105.00	105.00	107.00	109.00	0.00%
PRINTING SERVICES	122.60	350.00	350.00	350.00	357.00	364.00	0.00%
GASOLINE	9,306.83	17,615.00	14,642.00	11,000.00	14,935.00	15,234.00	-37.55%
OFFICE SUPPLIES	608.35	300.00	500.00	500.00	510.00	520.00	66.67%
CUSTODIAL/CLEANING SUPPLIES	324.01	300.00	300.00	300.00	306.00	312.00	0.00%
VEHICULAR PARTS & ACCESSORIES	8,127.87	7,000.00	7,500.00	7,500.00	7,650.00	7,803.00	7.14%
VEHICULAR TIRES & TUBES	956.52	4,200.00	4,000.00	3,000.00	4,080.00	4,162.00	-28.57%
HEALTH / MEDICAL SUPPLIES	62,747.18	63,500.00	67,500.00	65,000.00	68,850.00	70,227.00	2.36%
OXYGEN	985.00	1,500.00	1,250.00	1,250.00	1,275.00	1,301.00	-16.67%
MEETINGS & CONFERENCES	21.28	1,200.00	1,000.00	1,000.00	1,020.00	1,040.00	-16.67%
DUES & MEMBERSHIPS	3,293.20	2,000.00	3,500.00	3,500.00	3,570.00	3,641.00	75.00%
DIRECT/INDIRECT COSTS	261,781.00	315,537.00	385,245.00	385,245.00	385,245.00	385,245.00	22.09%
ENCUMBRANCES	356.00						
CATEGORY TOTAL	448,957.89	512,427.00	587,541.00	579,600.00	591,443.00	595,422.00	13.11%
DEPARTMENT TOTAL	1,143,055.23	1,276,033.00	1,371,647.00	1,351,403.00	1,389,918.00	1,408,400.00	5.91%

Programs & Services:

Around-the-clock ALS (advanced life support) care is in its second year to town. ALS provides an advanced level of care as compared to BLS (basic life support). ALS provides IV drug administration, cardiac monitoring and advanced airways.

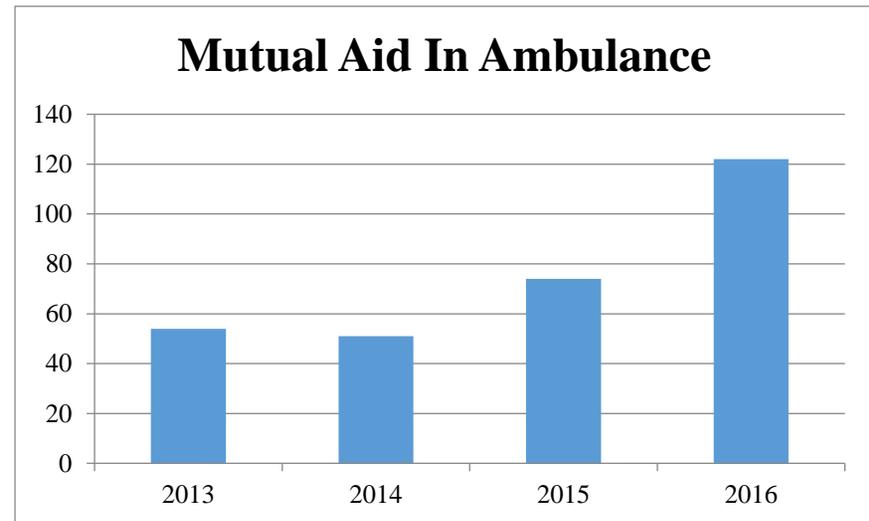
Personnel:

Position	FTE	Unit	Salary	Longevity	Paramedic Stipend	Education	Holiday Pay	Total
Paramedic	9.0	IAFF	500,130.00	3,750.00	80,021.00	28,008.00	21,078.00	632,987.00
Call EMTs			500.00					500.00
Holiday Overtime			8,991.00					8,991.00
Overtime			110,000.00					110,000.00
Training Wages			19,325.00					19,325.00
Total Personal Services	9.0		638,946.00	3,750.00	80,021.00	28,008.00	21,078.00	771,803.00

Other Metrics: There were 1,319 total billable calls in FY2016 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$1,107,281 and total collections of \$966,663. Medicare patients represented the largest billing group at 28% of Gross Billing but also accounted for 45% of mandatory deductions.

There were 839 billable ALS calls in FY2016 vs. 480 BLS calls. The average ALS billable amount was \$1,988 vs. BLS of \$1,538. \$140,820 of ambulance billing was written off as Bad Debts in FY2016. A percentage of the amount written off was sent to a collection agency.

Residents	\$60,402
Non-Residents	1,382
To Collections	79,036
Total	\$140,820



The above graph displays the number of times a neighboring town responded to an ambulance call in Westford due back to back