

November 27, 2018

Fiscal Years 2020-2022

Town of Westford Budget



Jodi Ross

Town of Westford

Fiscal Years 2020-2022

Contents

BOARD OF SELECTMEN FISCAL YEAR 2020 BUDGET

POLICY DIRECTION 4

Budget Summary 4

Operating Budget..... 6

General Government 6

122 Selectmen..... 6

123 Town Manager 8

131 Finance Committee 13

132 Finance Department 15

135 Town Accountant 18

141 Assessors 20

145 Treasurer / Collector 23

151 Legal Services 27

152 Human Resources 28

155 Technology 32

161 Town Clerk 39

170 Permitting 45

171 Conservation 50

175 Planning Board 53

176 Zoning Board of Appeals 55

192 Town Hall 56

199 Public Buildings & Properties Maintenance..... 58

Public Safety..... 61

210 Police Department 61

215 Public Safety Communications..... 68

220 Fire Department..... 71

241 Building Department..... 76

244 Sealer of Weights & Measures..... 81

291 Emergency Management 82

292 Animal Control 84

294 Tree Warden 86

Education 87

300 Westford Public Schools..... 87

310 Nashoba Valley Technical High School..... 88

Public Works 89

410 Engineering 89

421 Highway Department 91

423 Snow & Ice..... 97

424 Street Lights 98

427 Stormwater Management..... 99

432 Recycling 100

433 Solid Waste..... 103

442 Wastewater Treatment Management 104

491 Cemetery 105

Health & Human Services	108
510 Board of Health	108
541 Council on Aging.....	118
543 Veteran’s Services	123
Culture & Recreation	126
610 Library	126
650 Parks & Grounds	132
660 Land Management	135
670 Historical Commission.....	137
Debt Service	138
710 Debt Service	138

Unclassified	144
940 Otherwise Unclassified.....	144
945 Unclassified	145
990 Transfer to/from Trusts.....	148
Community Preservation	149
240 Community Preservation Fund	149
Enterprise.....	151
600 Water Enterprise	151
630 Recreation Enterprise	161
640 Ambulance Enterprise.....	166

BOARD OF SELECTMEN FISCAL YEAR 2020 BUDGET POLICY DIRECTION

The Town Manager will prepare the FY20 operating budget and a three-year projection of expenses and revenue. The FY20 budget should:

- Fund all debt obligations first.
- Satisfy existing and anticipated future contractual and mandated obligations.
- Continue to fund the OPEB obligation as outlined in the OPEB Funding Policy.
- Maintain minimum recommended reserves at 5% of the operating budget.
- Attempt to maintain services at current levels. If anticipated FY20 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 FY20, 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% of the Town's operating budget.
- 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 to move forward with the new position or expense.
- As requested at the 2018 Annual Town Meeting, analyze Town and School Safety Task Force recommendations and request funding as appropriate. Continue implementation of recommendations made by the public safety staffing review group.
- Evaluate our health insurance renewal and its impact on our 2020 budget. Investigate options for providing quality health insurance for our employees and retirees, while controlling costs.
- 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 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
APPROPRIATION SUMMARY								
GENERAL GOVERNMENT	3,610,891.84	4,215,686.00	4,792,147.00	4,718,401.00	5,182,450.00	5,579,031.00	11.92%	502,715.00
PUBLIC SAFETY	9,582,651.79	10,100,545.00	10,901,074.00	10,395,507.00	11,013,634.00	11,151,173.00	2.92%	294,962.00
EDUCATION	57,055,668.58	58,826,282.00	60,441,932.00	60,296,939.00	62,191,958.00	63,740,226.00	2.50%	1,470,657.00
PUBLIC WORKS	5,249,104.45	5,221,959.00	5,388,338.00	5,251,686.00	5,469,383.00	5,563,735.00	0.57%	29,727.00
HEALTH & HUMAN SERVICES	1,081,928.90	1,135,717.00	1,173,395.00	1,159,998.00	1,176,005.00	1,179,480.00	2.14%	24,281.00
CULTURE & RECREATION	2,023,874.18	2,027,163.00	2,087,665.00	2,034,857.00	2,110,916.00	2,129,520.00	0.38%	7,694.00
DEBT SERVICE	6,591,600.45	7,044,829.00	7,575,805.00	7,575,805.00	6,092,425.00	6,083,561.00	7.54%	530,976.00
UNCLASSIFIED	16,041,777.39	17,161,963.00	18,331,748.00	18,077,187.00	19,816,431.00	21,527,305.00	5.33%	915,224.00
COMMUNITY PRESERVATION FUND	875,975.02	1,369,704.00	840,872.00	837,443.00	836,720.00	834,248.00	-38.86%	(532,261.00)
WATER ENTERPRISE FUND	3,671,425.64	4,551,637.00	4,460,807.00	4,420,963.00	4,740,016.00	4,909,078.00	-2.87%	(130,674.00)
RECREATION ENTERPRISE FUND	1,342,285.24	1,620,985.00	1,586,000.00	1,450,938.00	1,636,586.00	1,678,583.00	-10.49%	(170,047.00)
AMBULANCE ENTERPRISE FUND	1,367,188.52	1,390,823.00	1,377,217.00	1,426,801.00	1,402,320.00	1,427,126.00	2.59%	35,978.00
TOTAL ARTICLE	108,494,372.00	114,667,293.00	118,957,000.00	117,646,525.00	121,668,844.00	125,803,066.00	2.60%	2,979,232.00

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
CONTRACTUAL CLERICAL SERVICES	4,255.00	5,550.00	5,550.00	5,550.00	5,550.00	5,550.00	0.00%	-
ADVERTISING-LEGAL	-	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%	(1,000.00)
OTHER CHARGES AND EXPENSES	160.08	1,000.00	500.00	500.00	500.00	500.00	-50.00%	(500.00)
MEETINGS & CONFERENCES	-	-						-
DUES & MEMBERSHIPS	5,506.00	5,467.00	5,467.00	5,000.00	5,467.00	5,467.00	-8.54%	(467.00)
NMCOG MEMBERSHIP	6,607.53	6,773.00	6,943.00	6,943.00	7,117.00	7,295.00	2.51%	170.00
COMMUNITY INITIATIVES	2,869.82	3,000.00	3,500.00	3,000.00	3,500.00	3,500.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	19,398.43	23,790.00	22,960.00	21,993.00	23,134.00	23,312.00	-7.55%	(1,797.00)
DEPARTMENT TOTAL	19,398.43	23,790.00	22,960.00	21,993.00	23,134.00	23,312.00	-7.55%	(1,797.00)

Description of Changes:

The overall budget was reduced by \$1,797 to reflect FY18 actual costs.

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:

Mark Kost, Chair

Elizabeth Almeida, Vice Chair

G. Thomas Clay, Clerk

Andrea Peraner-Sweet

Scott Hazelton

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 Senior, Low-Income & Disabled Tax Relief 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 13, 2018:

One Year Goals:

1. Adhere to the Board of Selectmen Fiscal Year 2020 Budget Policy Direction.
2. Support the Town and School Safety Task Force's Request for Proposals process and recommend award to the selected consultants. Bring Board of Selectmen and School Committee recommendations to Annual Town meeting for consideration of funding.
3. Work with the Permanent Town Building Committee (PTBC) and other town staff and committees to coordinate the demolition of the old Center Fire Station, continue the design of the New Center Building and bring the construction appropriation request to Town Meeting.
4. Conduct environmental testing and secure 63 main Street, complete all requirements necessary to close on the property, and assist the new task force to provide a recommendation for the future use(s) to the Board of Selectmen.
5. Establish a stormwater utility for the long-term maintenance of our town's stormwater management system.
6. Continue the process to finalize the disposition of 35 Town Farm Road, and continue working with the 12 North Main Street Task Force to release a new Request for Proposals and bring proposals back to Board of Selectmen for review and possible award.
7. Work collaboratively with the School Superintendent to hire and create initial goals and set priorities for the new Director of Facilities and Facilities Office Manager.
8. Review town's technology systems and departmental procedures to ensure that personal information of residents is being appropriately protected, and the measures are in place to minimize the risk of data breaches from both technical and social engineering attacks. Migrate our town electronic messaging and collaboration system to a more modern platform, including better support for mobile use and records management compliance.

9. Continue to hold regularly scheduled Insurance Advisory Committee (IAC) meetings and include the Public Employee Committee (PEC) members, explore possible plan design change options and share utilization statistics with the IAC. Continue employee wellness programs and incentives and take advantage of programs offered by Blue Cross Blue Shield. With support from Kate Sharry, of Group Benefit Strategies, and Blue Cross Blue Shield, continue to evaluate ways to contain costs while continuing to provide quality insurance. Evaluate loss ratios and weigh options including possibly self-funding.
10. Support town management staff in streamlining and improving town operations and functions to ensure the best use of staff, reduced costs and efficiencies in allocation of town resources, while maintaining the quality of services we provide to the public.

Multiple Year Goals:

1. Work with 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.
2. Work with our Public Safety department heads to analyze delivery of service data, and make recommendations as needed to ensure we are providing a satisfactory level of public safety services for our residents.
3. Review inventory of existing burial lots and niches at the Pine Grove Cemetery, conduct a financial analysis to provide recommendations for periodic rate adjustments based on market rate comparisons, and forecast revenue from the continued development of the Pine Grove Cemetery for future design and expansion.

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: <https://www.westfordma.gov/DocumentCenter/Home/View/3263>

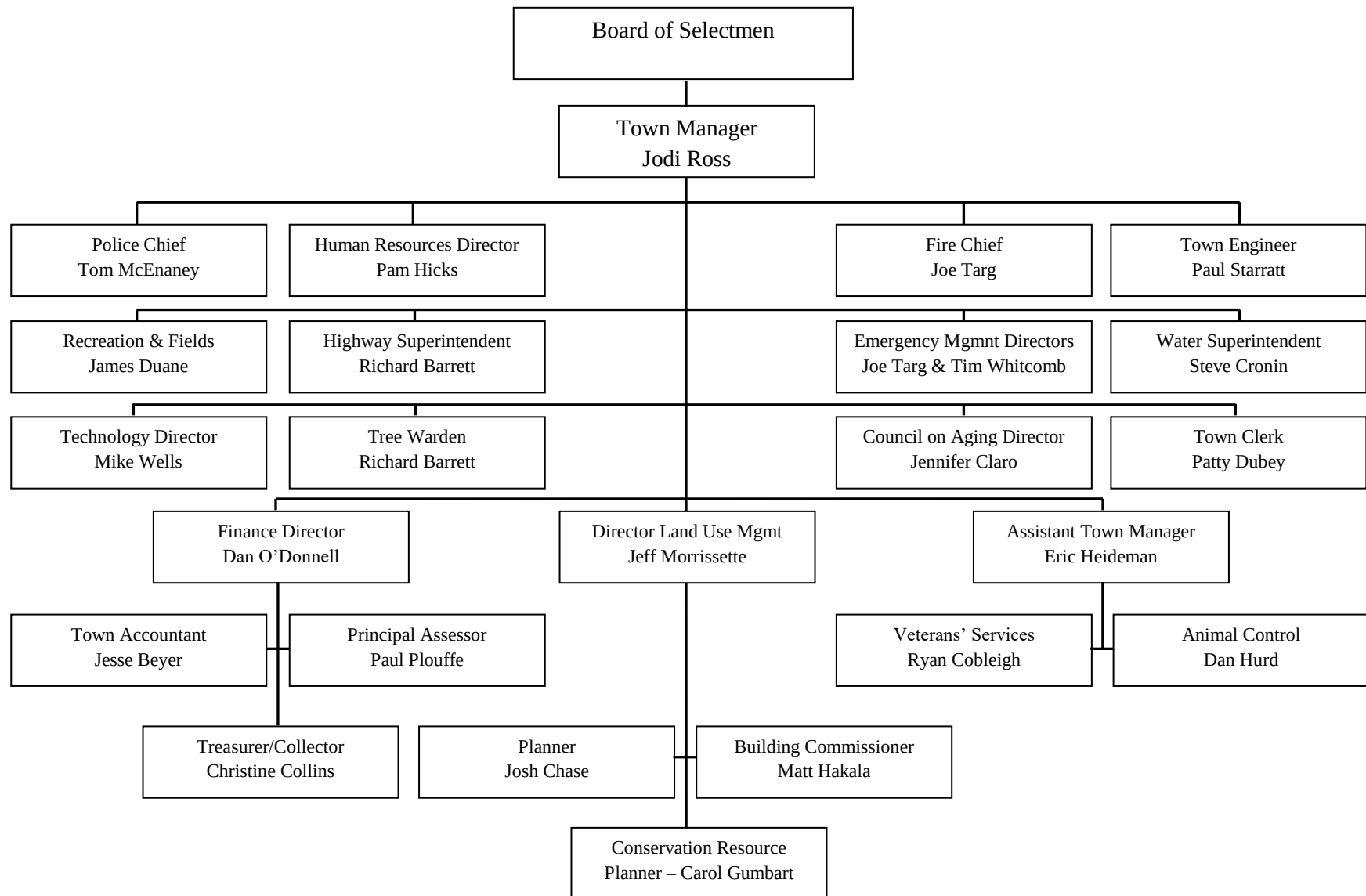
Description of Changes:

The overall Town Manager budget increased by 1.83%. Personal services was increased by 2% for all non-union personnel. The overall expense budget in FY20 is lower than the FY18 actual because the meeting & conferences line item was reduced to reflect the FY18 actual conferences attended by the Town Manager and Assistant Town Manager.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TOWN MANAGER	185,390.14	192,008.00	195,848.00	195,848.00	195,848.00	195,848.00	2.00%	3,840.00
ASSISTANT TOWN MANAGER	112,318.40	115,973.00	118,293.00	118,293.00	118,293.00	118,293.00	2.00%	2,320.00
RECORDS SUPERVISOR	4,576.06	9,206.00	9,274.00	9,274.00	9,274.00	9,274.00	0.74%	68.00
PROJECT/PROCUREMENT SPECIALIST	71,468.51	86,956.00	89,377.00	89,377.00	89,036.00	89,036.00	2.78%	2,421.00
SECRETARY (VACATION/SICK COVERAGE)	15,104.40	13,675.00	14,158.00	14,158.00	14,158.00	14,158.00	3.53%	483.00
VACATION COVERAGE	1,300.00	1,000.00	1,500.00	1,500.00	1,500.00	1,500.00	50.00%	500.00
LONGEVITY	600.00	850.00	850.00	850.00	1,450.00	1,450.00	0.00%	-
LIFE INSURANCE / LONG TERM DISABIL	3,078.84	3,100.00	3,200.00	3,200.00	3,800.00	3,800.00	3.23%	100.00
CATEGORY TOTAL	393,836.35	422,768.00	432,500.00	432,500.00	433,359.00	433,359.00	2.30%	9,732.00
EXPENSES								
OTHER CONTRACTUAL SERVICES	185.00							-
MANAGEMENT PERFORMANCE TRAINING	5,382.04	2,500.00	9,600.00	5,000.00	9,600.00	9,600.00	100.00%	2,500.00
CONTRACTED SERVICES	450.00	1,000.00	500.00	500.00	500.00	500.00	-50.00%	(500.00)
ADVERTISING-LEGAL	816.56	700.00	800.00	800.00	800.00	800.00	14.29%	100.00
OFFICE SUPPLIES	609.28	1,000.00	700.00	700.00	700.00	700.00	-30.00%	(300.00)
FORMS/PRINTING	3,833.78	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%	(1,000.00)
BOOKS & SUBSCRIPTIONS	862.45	850.00	850.00	850.00	850.00	850.00	0.00%	-
TRAVEL - MILEAGE	1,200.00	1,490.00	1,200.00	1,200.00	1,200.00	1,200.00	-19.46%	(290.00)
MEETINGS & CONFERENCES	2,128.22	6,230.00	4,180.00	4,180.00	4,180.00	4,180.00	-32.91%	(2,050.00)
DUES AND MEMBERSHIPS	4,966.37	2,705.00	2,655.00	2,655.00	2,655.00	2,655.00	-1.85%	(50.00)
ENCUMBRANCES								-
CATEGORY TOTAL	20,433.70	21,475.00	24,485.00	19,885.00	24,485.00	24,485.00	-7.40%	(1,590.00)
DEPARTMENT TOTAL	414,270.05	444,243.00	456,985.00	452,385.00	457,844.00	457,844.00	1.83%	8,142.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Life Insurance	Total
Town Manager	1.0	EXEM	195,848.00	850.00	3,200.00	199,898.00
Assistant Town Manager	1.0	EXEM	118,293.00			118,293.00
Vacation Coverage			1,500.00			1,500.00
Project/Procurement Specialist	1.0	NON	89,377.00			89,377.00
Records Supervisor	0.1	CWA	9,274.00			9,274.00
Administrative Secretary	0.3	NON	14,158.00			14,158.00
Total Personal Services	3.4		428,450.00	850.00	3,200.00	432,500.00



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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
PRINTING/POSTAGE SERVICES	5,820.95	5,800.00	6,000.00	6,000.00	6,100.00	6,200.00	3.45%	200.00
OTHER PURCHASED SERVICES	2,405.00	2,775.00	2,775.00	2,220.00	2,775.00	2,775.00	-20.00%	(555.00)
MEETINGS & CONFERENCES	100.00	165.00	165.00	165.00	165.00	165.00	0.00%	-
DUES & MEMBERSHIPS	280.00	348.00	280.00	280.00	280.00	280.00	-19.54%	(68.00)
ENCUMBRANCES								-
CATEGORY TOTAL	8,605.95	9,088.00	9,220.00	8,665.00	9,320.00	9,420.00	-4.65%	(423.00)
RESERVE FUND	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00%	-
TRANSFERS OUT	(112,305.33)							
CATEGORY TOTAL	37,694.67	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	0.00%	-
DEPARTMENT TOTAL	46,300.62	159,088.00	159,220.00	158,665.00	159,320.00	159,420.00	-0.27%	(423.00)

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. The Finance Committee is considering a change to the budget hearing schedule while reduce the cost of minutes under Other Purchased Services.

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:

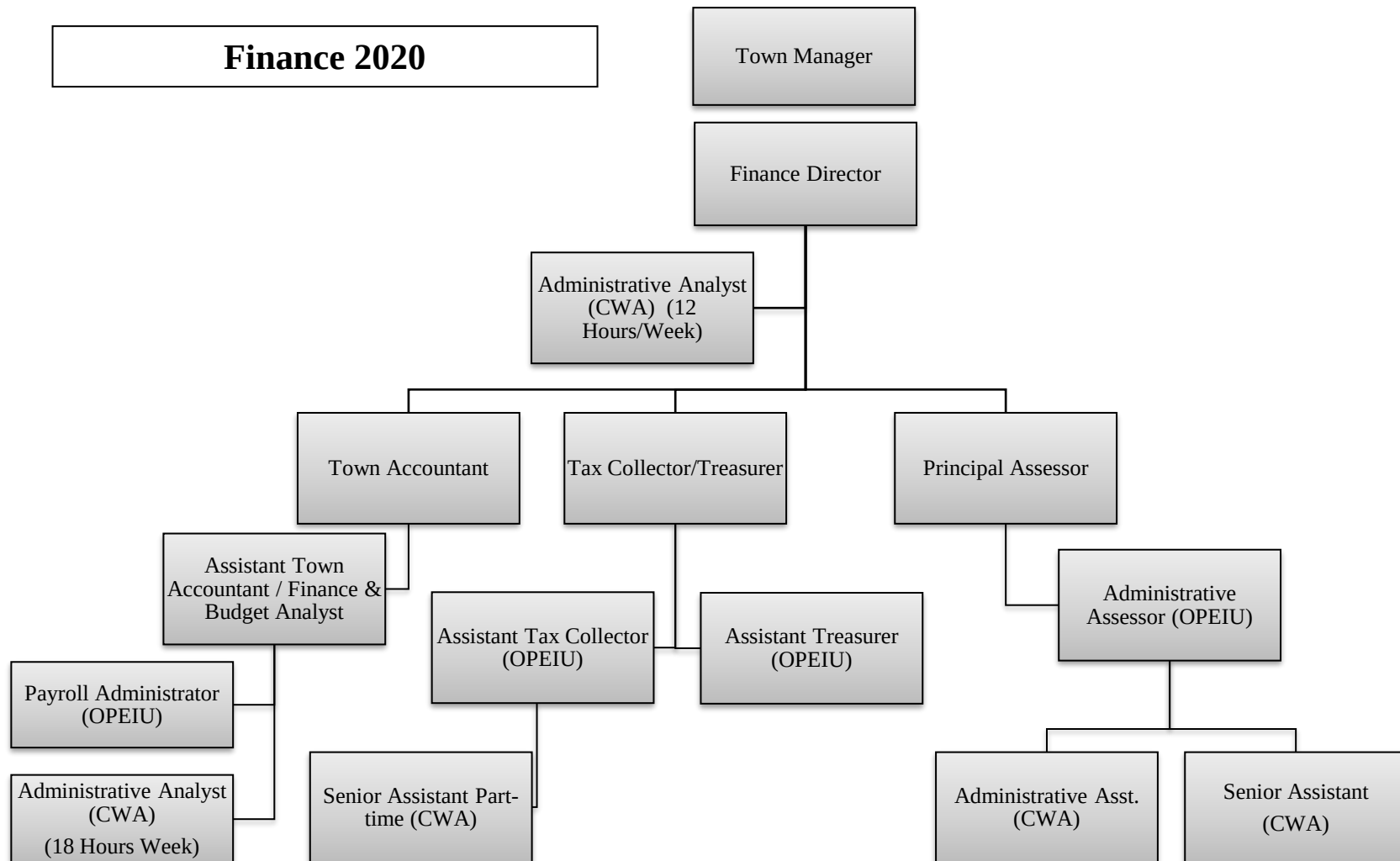
This is a link to the [2018 Finance Committee Report & Recommendations:](#)

General Fund Reserve Fund Transfers for Fiscal Year 2019 as of October 17, 2018

Date	Transaction	Amount	Balance	Comment
March 24, 2018	Annual ATM/STM Appropriation	\$150,000.00	\$150,000.00	
November 8, 2018	Hardware/Software upgrade of Motorola Consoles in Public Safety Dispatch	(\$15,126.00)	\$134,874.00	Quote was received on 10/19/18. If the upgrade is not done by January, the consoles will be taken off the state police network.

Water Enterprise Reserve Fund Transfers for Fiscal Year 2019 as of October 17, 2018

Date	Transaction	Amount	Balance	Comment
March 24, 2018	Annual ATM/STM Appropriation	\$250,000.00	\$250,000.00	
July 12, 2018	Expedite replacement of water main due to two unexpected breaks. The pipe is corroded beyond repair.	(\$200,000.00)	\$50,000.00	Emergency replacement of 1600 linear feet of 2" galvanized water main on Forrest Road (from Oak Hill Road to Gassett Road), Cross Road (from Forrest Road to Gassett Road), and George Avenue (from Forrest Road to Gassett Road).
October 15, 2018	Recapitalization of Water Enterprise Fund	\$200,000.00	\$250,000.00	October Special Town Meeting
November 8, 2018	Forge Village Water Treatment Plant Media Replacement Project	(\$200,000.00)	\$50,000.00	The bids received were higher than the current appropriation of \$400,000. This project must be completed this winter to ensure that the plant can meet seasonal demand.

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
FINANCE DIRECTOR	112,272.28	116,237.00	118,561.00	118,561.00	118,561.00	118,561.00	2.00%	2,324.00
ADMINISTRATIVE ANALYST	15,743.52	16,455.00	17,274.00	17,274.00	17,454.00	17,990.00	4.98%	819.00
LONGEVITY	850.00	850.00	1,340.00	1,340.00	1,340.00	1,340.00	57.65%	490.00
CATEGORY TOTAL	128,865.80	133,542.00	137,175.00	137,175.00	137,355.00	137,891.00	2.72%	3,633.00
EXPENSES								
OFFICE SUPPLIES	80.97	300.00	300.00	200.00	300.00	300.00	-33.33%	(100.00)
FORMS/PRINTING	75.00							-
TRAVEL - MILEAGE	40.22	125.00	125.00	100.00	125.00	125.00	-20.00%	(25.00)
MEETINGS & CONFERENCES	258.92	800.00	1,280.00	1,280.00	800.00	800.00	60.00%	480.00
DUES & MEMBERSHIPS	60.00	135.00	135.00	135.00	135.00	135.00	0.00%	-
ENCUMBRANCES	142.17							-
CATEGORY TOTAL	657.28	1,360.00	1,840.00	1,715.00	1,360.00	1,360.00	26.10%	355.00
DEPARTMENT TOTAL	129,523.08	134,902.00	139,015.00	138,890.00	138,715.00	139,251.00	2.96%	3,988.00

Description of Changes:

The meetings and conferences budget is increasing by \$480.00 so the Finance Director can attend an MCPPO class in order to maintain his procurement certification. The printing of the FY20 budget will 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	118,561.00	1,100.00	119,661.00
Administrative Analyst	0.3	CWA	17,274.00	240.00	17,514.00
Total Personal Services	1.3		135,835.00	1,340.00	137,175.00

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, we strive to maintain a constant and diligent effort to review, audit, prepare, and proof every transaction before final processing for accuracy.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TOWN ACCOUNTANT	101,164.44	102,683.00	96,990.00	96,990.00	96,990.00	96,990.00	-5.54%	(5,693.00)
ASST. TOWN ACCOUNTANT / FINANCE &	79,659.91	74,211.00	75,033.00	75,033.00	74,747.00	74,747.00	1.11%	822.00
PAYROLL ADMINISTRATOR	68,559.40	69,588.00	70,123.00	70,123.00	69,855.00	69,855.00	0.77%	535.00
ADMINISTRATIVE ANALYST	23,615.32	24,683.00	25,422.00	25,422.00	26,180.00	26,985.00	2.99%	739.00
OVERTIME	2,463.88	3,000.00	3,000.00	2,700.00	3,000.00	3,000.00	-10.00%	(300.00)
LONGEVITY	2,200.00	2,800.00	1,988.00	1,988.00	1,988.00	2,488.00	-29.00%	(812.00)
								-
CATEGORY TOTAL	277,662.95	276,965.00	272,556.00	272,256.00	272,760.00	274,065.00	-1.70%	(4,709.00)
EXPENSES								
ACCOUNTING & AUDITING SERVICES	35,600.00	35,600.00	37,500.00	37,500.00	37,750.00	38,000.00	5.34%	1,900.00
OFFICE SUPPLIES	401.27	1,000.00	1,000.00	1,000.00	1,100.00	1,100.00	0.00%	-
FORMS/PRINTING	1,196.80	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
MEETINGS & CONFERENCES	1,863.97	4,800.00	4,600.00	4,000.00	2,600.00	2,600.00	-16.67%	(800.00)
DUES AND MEMBERSHIPS	160.00	160.00	460.00	460.00	160.00	160.00	187.50%	300.00
ENCUMBRANCES	742.68							-
CATEGORY TOTAL	39,964.72	42,860.00	44,860.00	44,260.00	42,910.00	43,160.00	3.27%	1,400.00
DEPARTMENT TOTAL	317,627.67	319,825.00	317,416.00	316,516.00	315,670.00	317,225.00	-1.03%	(3,309.00)

Goals:

- To service all Town departments' financial needs in a timely manner, so that they may carry out their department goals
- To maintain the Town's financial records and ensure compliance with all MGLs
- To provide accurate and timely financial information to local, State, and Federal government officials

Description of Changes:

Personal Services decreased by 4.70%, or 1.70% after factoring the transfer of \$8,733 from Accounting personal services to Assessors personal services as authorized at the October 15, 2018 Special Town Meeting. The transfer was due to retirements and reorganization within the Finance Departments. The former Assistant Town Accountant/Budget Analyst was promoted to Town Accountant in August of 2018. The duties of the Community Preservation Administrator were rolled into the Town Accountant's job description, which resulted in a portion (\$4,500) of the Town Accountant's salary being paid by Community Preservation administration funds. The additional savings in Personal Services is a result of the new hire for the Assistant Town Accountant/Budget Analyst position. The main increase in Accounting expenses for FY20 is the renewal of the annual audit and actuarial contracts, which includes additional GASB 74-75 testing.

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	96,990.00	600.00	97,590.00
Asst. Town Accountant / Finance & Budget Analyst	1.0	EXEM	75,033.00	-	75,033.00
Payroll Coordinator	1.0	OPEIU	70,123.00	1,100.00	71,223.00
Administrative Analyst	0.5	CWA	25,422.00	288.00	25,710.00
Overtime			2,700.00		2,700.00
Total Personal Services	3.5		270,268.00	1,988.00	272,256.00

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 FY20 personnel budget reflects a 2.0% increase for non-union personnel. The increase in Contracted Services is due to the town wide property revaluation that is required by the Department of Revenue every five years. To pay for the added expense, the Board of Assessors have been asked to release \$60,000 in overlay to apply towards the Assessors budget.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
PRINCIPAL ASSESSOR	101,164.44	104,736.00	106,831.00	106,831.00	106,831.00	106,831.00	2.00%	2,095.00
ADMINISTRATIVE ASSESSOR	63,766.17	74,045.00	74,045.00	74,045.00	74,045.00	74,045.00	0.00%	-
ADMIN ASSISTANT	51,655.76	52,436.00	52,839.00	52,839.00	52,638.00	52,638.00	0.77%	403.00
SENIOR ASSISTANT	27,436.76	37,434.00	45,104.00	45,104.00	46,410.00	47,834.00	20.49%	7,670.00
LONGEVITY	2,800.00	2,700.00	2,700.00	2,700.00	3,300.00	3,300.00	0.00%	-
CATEGORY TOTAL	246,823.13	271,351.00	281,519.00	281,519.00	283,224.00	284,648.00	3.75%	10,168.00
EXPENSES								
CONTRACTED SERVICES	1,701.00	15,000.00	83,500.00	83,500.00	40,000.00	40,000.00	456.67%	68,500.00
OFFICE SUPPLIES	864.27	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAVEL - MILEAGE	4,132.54	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MEETINGS & CONFERENCES	1,391.97	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
DUES & MEMBERSHIPS	753.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
ENCUMBRANCES	11,925.00							-
CATEGORY TOTAL	20,767.78	23,900.00	92,400.00	92,400.00	48,900.00	48,900.00	286.61%	68,500.00
DEPARTMENT TOTAL	267,590.91	295,251.00	373,919.00	373,919.00	332,124.00	333,548.00	26.64%	78,668.00

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	106,831.00	1,600.00	108,431.00
Assistant Assessor	1.0	OPEIU	74,045.00	-	74,045.00
Administrative Assistant	1.0	CWA	52,839.00	1,100.00	53,939.00
Senior Assistant	1.0	CWA	45,104.00	-	45,104.00
Total Personal Services	4.0		278,819.00	2,700.00	281,519.00

Other Information:

- The Board of Assessors has approximately 8 meetings per year.
- Annually the office processes approximately 36,000 motor vehicle bills and approximately 1,000 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 1,200 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:

- **Credit Card Payments:** A town wide policy/procedure is needed to guide departments in the proper treatment of credit card information and accounting for reversals and refunds.
- **Training:** With a new Assistant Tax Collector, a considerable amount of training will be taking place. I would also like to encourage staff to attend a seminar this year to refresh customer service principles.
- **Reporting:** Review the information provided to the Finance Committee and in the Town Report. Look for ways to make the information more relevant.
- **Tailings:** Make tailings a priority and schedule the work so that it is systematically being done.
- **Escrows & Perf Bonds:** Work with Land Use to keep cleaning up the old balances as much as possible. Work with Land Use to document the process that is supposed to take place for retaining funds.
- **Written Procedures:** Complete the written office procedures with the Asst. Treasurer and Asst. Tax Collector for their daily work, to retain the institutional knowledge they possess. Review department wide policies and procedures.

Description of Changes:Personal Services

The Tax Collector/Treasurer salary is based on an assumed 2% COLA in FY20. The Assistant Collector retired in September 2018. The FY19 budget reflected her pay at the top step. Her replacement has been hired at a step three which resulted in a reduction to the Asst. Treasurer & Asst. Collector line item for FY20 and beyond. The Senior Assistant line in the FY20 budget is a part time person and was formerly an Administrative Assistant. The Senior Assistant is a lower pay scale on the CWA Contract and I believe is more appropriate for the position since I redistributed the work load in the office. I implemented a new work schedule for that position and, as a result, I have been able to reduce the hours by 156 per year. I believe that this will serve the needs of the office, however, I am going to be watching this carefully moving forward.

Expenses

For Contracted Service, the FY20 budget shows a reduction. However, it is not an actual reduction. I have asked the Finance Director to move the cost associated with the Continuing Disclosure and short-term debt issuance costs to the 710 Debt Service budget. The annual Continuing Disclosure document is required by our bond rating agencies. Sometimes the cost of producing the document is covered through the closing costs on a bond issue instead of my budgeted line item. For that reason, my actual expenses have fluctuated. Moving the cost of the disclosure document to the debt budget should make my departmental budget more consistent. Lastly, online payment fees and printing fees have increased due to volume, not due to per piece increases.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TREASURER/COLLECTOR	98,810.95	102,300.00	104,346.00	104,346.00	104,346.00	104,346.00	2.00%	2,046.00
ASSISTANT TREASURER & ASST COLLECTOR	134,832.41	137,139.00	131,049.00	131,049.00	132,244.00	133,691.00	-4.44%	(6,090.00)
SENIOR ASSISTANT	18,915.08	19,765.00	13,859.00	13,859.00	14,138.00	14,572.00	-29.88%	(5,906.00)
ADDITIONAL COVERAGE	548.55	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OVERTIME	-	624.00	624.00	150.00	624.00	624.00	-75.96%	(474.00)
LONGEVITY	4,300.00	4,300.00	2,300.00	2,300.00	2,300.00	2,450.00	-46.51%	(2,000.00)
								-
CATEGORY TOTAL	257,406.99	265,128.00	253,178.00	252,704.00	254,652.00	256,683.00	-4.69%	(12,424.00)
EXPENSES								
LEGAL SERVICES - TAX TITLE	6,390.53	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
CONTRACTED SERVICES	5,044.88	4,800.00	3,800.00	3,800.00	3,800.00	3,800.00	-20.83%	(1,000.00)
POSTAGE	20,050.58	22,500.00	22,500.00	22,500.00	22,500.00	22,500.00	0.00%	-
PRINTING SERVICES	6,828.92	5,000.00	5,500.00	5,500.00	5,500.00	6,600.00	10.00%	500.00
OFFICE SUPPLIES	1,142.45	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
TRAVEL - MILEAGE	-	125.00	125.00	125.00	125.00	125.00	0.00%	-
MEETINGS & CONFERENCES	50.00	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	-	-	-	-	-	-		-
PUBLIC EMPLOYEE BOND ENCUMBRANCES	1,500.00	1,800.00	1,500.00	1,500.00	1,500.00	1,500.00	-16.67%	(300.00)
								-
CATEGORY TOTAL	41,107.36	46,105.00	45,305.00	45,305.00	45,305.00	46,405.00	-1.74%	(800.00)
DEPARTMENT TOTAL	298,514.35	311,233.00	298,483.00	298,009.00	299,957.00	303,088.00	-4.25%	(13,224.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Treasurer/Collector	1.0	EXEM	104,346.00	600.00	104,946.00
Assistant Treasurer	1.0	OPEIU	74,329.00	1,100.00	75,429.00
Assistant Collector	1.0	OPEIU	56,720.00	600.00	57,320.00
Administrative Assistant	0.3	CWA	13,859.00	-	13,859.00
Additional Coverage	0.1		1,000.00		1,000.00
Overtime			150.00		150.00
Total Personal Services	3.4		250,404.00	2,300.00	252,704.00

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

- 1.3 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.

Programs & Services:

Collections: Westford's tax collections remained excellent in FY18. The uncollected balance was less than 1% at year end, as it has been for many years. Uncollected balances continue to be pursued and will be collected, or eventually the property for which the tax is owed will be foreclosed.

Tax Liens: Tax Liens increased in FY18. The value of accounts in tax title increased by 26% from 6/30/17 to 6/30/18. A single owner had three properties totaling \$81,548 in tax lien. These three properties were redeemed (paid off) in the first quarter of FY19. Another owner of three commercial properties with tax balances totaling \$47,673, and a single home with a tax balance of \$40,619 have been moved onto foreclosure through land court. I expect that we will see payment for these properties prior to the final decree. I have nine parcels in the foreclosure process currently. The process can take years to complete.

The number of tax deferred accounts increased from 11 in FY17 to 18 in FY18. The increase was due to a public awareness effort that targeted low income seniors and resulted in seven new deferred accounts. The value of deferred accounts increased by 40% from FY17 to FY18. information or expertise as needed.

Other Information:

RE Collections Snap Shot	2018	2017	2016	2015	2014
Committed	73,535,590	70,877,598	68,735,311	66,260,594	63,049,740
Abated	(470,111)	(237,952)	(264,087)	(366,113)	(226,110)
Collected in FY	(72,455,209)	(69,961,487)	(67,884,683)	(65,222,678)	(62,064,410)
Liens	(192,517)	(214,356)	(147,140)	(127,549)	(120,847)
Balance due on June 30th	417,753	463,803	439,401	544,253	638,373
Percent Uncollected	0.57%	0.65%	0.64%	0.82%	1.01%
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, issues over 12,000 vendor checks annually, and processes payroll for over 1,000 employees in house.					
Tax Liens on June 30th	2018	2017	2016	2015	2014
Tax Titles	772,898	571,480	701,502	652,397	557,476
Tax Deferral	311,457	221,077	278,886	237,962	201,340
Tax Lien balances are made up of tax title (delinquent taxes) and tax deferral accounts. Home owners must qualify to be allowed to enter into a deferral agreement with the town. Deferred taxes are paid when the property is sold. Tax title liens accrue interest at the rate of 16% per annum. The lien is the first step in the foreclosure process. There were 48 tax title accounts on record 6/30/2018. Nine are in process for foreclosure.					

151 Legal Services**Mission Statement:**

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

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
LEGAL SERVICES - TOWN COUNSEL	120,775.22	200,000.00	160,000.00	160,000.00	160,000.00	160,000.00	-20.00%	(40,000.00)
LEGAL SERVICES - LABOR COUNSEL	15,518.97	35,000.00	30,000.00	30,000.00	30,000.00	35,000.00	-14.29%	(5,000.00)
LEGAL SERVICES - SPECIAL COUNSEL								-
ENCUMBRANCES	4,000.00							-
CATEGORY TOTAL	140,294.19	235,000.00	190,000.00	190,000.00	190,000.00	195,000.00	-19.15%	(45,000.00)
DEPARTMENT TOTAL	140,294.19	235,000.00	190,000.00	190,000.00	190,000.00	195,000.00	-19.15%	(45,000.00)

Description of Changes:

The FY20 Legal Services Town Counsel was reduced by \$40,000 in FY20 based on FY18 actual expenses. Also, we are recommending that the Labor Counsel budget be decreased by \$5,000 in FY20. Five out of six town labor contracts expire on June 30, 2019, however, most of the negotiations are performed without the use of labor counsel.

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, 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:

- Continue to work with departments to develop, update, revise, and finalize job descriptions
- Implement database for over 500 retirees
- Continue to explore scanning inactive files to reduce document storage space

Description of Changes:

The FY20 budget is level funded with the exception of salary increases, Dues and Memberships for increased fees, and a slight decrease to the Program & Activities line item.

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 provides guidance and support for the Town's personnel infrastructure and benefits for over 1,200 employees and 500 plus retirees. The span of the Human Resources Department is extensive with managing all areas of subscriber enrollments, most are 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 and Finance 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 3,000 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 500 retirees.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
HUMAN RESOURCES DIRECTOR	105,307.80	109,026.00	111,206.00	111,206.00	111,206.00	111,206.00	2.00%	2,180.00
BENEFITS COORDINATOR	62,322.00	64,525.00	66,319.00	66,319.00	66,066.00	66,066.00	2.78%	1,794.00
ADMINISTRATIVE ASSISTANT	41,340.00	42,806.00	44,003.00	44,003.00	43,835.00	43,835.00	2.80%	1,197.00
LONGEVITY	2,437.00	2,437.00	2,687.00	2,687.00	3,267.00	3,267.00	10.26%	250.00
CATEGORY TOTAL	211,406.80	218,794.00	224,215.00	224,215.00	224,374.00	224,374.00	2.48%	5,421.00
EXPENSES								
PRE-EMPLOY MEDICAL EXAM	5,468.30	5,000.00	5,300.00	5,300.00	5,300.00	5,300.00	6.00%	300.00
OTHER CONTRACTED SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
LEGAL ADVERTISING	3,639.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
OFFICE SUPPLIES	1,586.54	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEDICAL RELATED EXPENSES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
PROGRAMS & ACTIVITIES	2,389.60	3,000.00	3,000.00	2,800.00	3,000.00	3,000.00	-6.67%	(200.00)
PROFESSIONAL DEVELOPMENT	7,244.79	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
DUES & MEMBERSHIPS	1,292.00	1,093.00	1,245.00	1,245.00	1,245.00	1,245.00	13.91%	152.00
ENCUMBRANCES	7,689.00							-
CATEGORY TOTAL	29,309.23	20,893.00	21,345.00	21,145.00	21,345.00	21,345.00	1.21%	252.00
COMPENSATION RESERVE	9,842.22	150,000.00	550,000.00	500,000.00	950,000.00	1,350,000.00	233.33%	350,000.00
TRANSFERS OUT		(69,876.00)					-100.00%	69,876.00
DEPARTMENT TOTAL	250,558.25	319,811.00	795,560.00	745,360.00	1,195,719.00	1,595,719.00	133.06%	425,549.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Human Resources Director	1.0	EXEM	111,206.00	1,100.00	112,306.00
Benefits Coordinator	1.0	NON	66,319.00	850.00	67,169.00
Administrative Assistant	0.7	NON	44,003.00	737.00	44,740.00
Total Personal Services	2.7		221,528.00	2,687.00	224,215.00

Health Insurance:

The Town went out to bid through Group Benefit Strategies (GBS) in May of 2018 and seven (7) carriers responded with proposals that ranged from 2.9% to 11.8%. The Town's awarded the health insurance coverage to Blue Cross Blue Shield for the period of November 1, 2018 through October 31, 2019 with an estimated budget impact of .60% that includes a 1% premium reduction for bundling the health and dental plans together.

Voluntary Ancillary Lines of Coverage Renewal:

The Town's awarded the dental insurance coverage to Blue Cross Blue Shield for the period of November 1, 2018 through October 31, 2019. All other lines of coverage, including Accident Insurance, Long Term Disability, Short Term Disability, Voluntary Life, Town Life, Retiree Life, and VSP (Vision plan) were renewed at a rate hold.

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 roll out of One-to-World program at WA
- Complete migration away from FirstClass system
- Continue implementation of information security programs in all departments

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TECHNOLOGY DIRECTOR	113,819.18	117,837.00	120,194.00	120,194.00	120,194.00	120,194.00	2.00%	2,357.00
GIS COORDINATOR	77,079.08	78,235.00	78,235.00	78,235.00	78,235.00	78,235.00	0.00%	-
COMPUTER TECHNICIAN	75,198.23	78,235.00	78,235.00	78,235.00	78,235.00	78,235.00	0.00%	-
APPLICATIONS MANAGER	84,224.94	87,626.00	87,626.00	87,626.00	87,626.00	87,626.00	0.00%	-
HELP DESK COORDINATOR	68,559.40	69,588.00	70,123.00	70,123.00	69,855.00	69,855.00	0.77%	535.00
LONGEVITY	2,050.00	2,050.00	2,650.00	2,650.00	3,150.00	4,000.00	29.27%	600.00
CATEGORY TOTAL	420,930.83	433,571.00	437,063.00	437,063.00	437,295.00	438,145.00	0.81%	3,492.00

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
ELECTRICITY	7,174.74	8,000.00	8,000.00	8,000.00	8,160.00	8,353.00	0.00%	-
NATURAL GAS	823.93	1,200.00	1,000.00	1,000.00	1,020.00	1,040.00	-16.67%	(200.00)
WATER	275.53	160.00	250.00	300.00	255.00	255.00	87.50%	140.00
BUILDING MAINTENANCE			3,000.00	3,000.00	3,060.00	3,121.00		3,000.00
COPIER MACHINE LEASE	2,986.71	1,400.00	1,800.00	1,800.00	1,836.00	1,836.00	28.57%	400.00
NETWORK SUPPORT	22,512.04	28,800.00	28,200.00	28,200.00	28,664.00	29,137.00	-2.08%	(600.00)
DATA COMMUNICATIONS SERVICE	10,282.15	5,380.00	8,270.00	8,270.00	8,435.00	8,922.00	53.72%	2,890.00
PRINTER SUPPORT	365.00	500.00	300.00	300.00	306.00	312.00	-40.00%	(200.00)
WORKSTATION SUPPORT	22,965.20	48,750.00	22,500.00	22,500.00	22,500.00	22,500.00	-53.85%	(26,250.00)
SERVER SUPPORT	62,965.79	62,888.00	72,000.00	72,000.00	73,440.00	74,909.00	14.49%	9,112.00
TRAINING & DEVELOPMENT	1,656.00	3,344.00	3,000.00	3,000.00	3,000.00	3,000.00	-10.29%	(344.00)
MUNIS SOFTWARE SUPPORT	57,603.51	60,335.00	65,363.00	65,363.00	66,670.00	68,004.00	8.33%	5,028.00
CONTRACTED SERVICES	153,824.56	183,275.00	205,620.00	195,620.00	209,432.00	213,321.00	6.74%	12,345.00
CONSULTING SERVICES	5,220.00	5,000.00	5,400.00	5,400.00	5,508.00	5,618.00	8.00%	400.00
TELEPHONE	36,475.79	34,366.00	40,100.00	40,100.00	29,495.00	25,382.00	16.69%	5,734.00
CELLULAR PHONES / MOBILE DATA	62,816.50	66,237.00	68,800.00	68,800.00	70,176.00	71,580.00	3.87%	2,563.00
OFFICE SUPPLIES	29,324.40	37,200.00	39,900.00	39,900.00	40,698.00	41,512.00	7.26%	2,700.00
NETWORK HARDWARE	1,379.63	2,000.00	1,800.00	1,800.00	1,836.00	1,873.00	-10.00%	(200.00)
SERVER HARDWARE	18,935.33	2,000.00	2,200.00	2,200.00	2,244.00	2,289.00	10.00%	200.00
WORKSTATION HARDWARE	8,305.85	2,000.00	2,200.00	2,200.00	2,244.00	2,289.00	10.00%	200.00
MILEAGE	2,004.35	2,200.00	2,200.00	2,200.00	2,244.00	2,289.00	0.00%	-
MEETINGS & CONFERENCES	900.00	200.00	200.00	200.00	204.00	208.00	0.00%	-
BILL OF PRIOR YEAR	3,819.03							-
ENCUMBRANCES	11,613.00							-
CATEGORY TOTAL	524,229.04	555,235.00	582,103.00	572,153.00	581,427.00	587,750.00	3.05%	16,918.00
DEPARTMENT TOTAL	945,159.87	988,806.00	1,019,166.00	1,009,216.00	1,018,722.00	1,025,895.00	2.06%	20,410.00

Description of Changes:

The FY20 budget contains allowances for inflation, adjustments to realign projections versus actuals, and the following significant changes.

1. Initial CAL purchase for Exchange largely completed in FY19 so reduced in FY20.
**** Impact on 530490 – Workstation Support (decreased)**
2. Running costs of Exchange service have turned out to be somewhat higher than was expected. This is due to several factors such as the use of in-place archiving (which requires us to purchase ‘advanced’ licenses) and our decision to deploy multiple servers with data duplication to improve resilience.
**** Impact on 530490 – Server Support (increased ongoing)**

3. Upgrades to MUNIS. The Water Department will need us to upgrade to a later version of the MUNIS system to accommodate the new reading systems they are implementing. While it isn't clear exactly what costs are associated with doing that, and how much we can legitimately cross-charge to the Water enterprise fund, it seems prudent to allow for some increases.

**** Impact on 530850 – MUNIS Software Support (increased)**

4. The intrusion detection system ("Varonis") that we have deployed in FY19 is more expensive than originally budgeted for given the way we plan to use it.

**** Impact on 530920 – Contracted Services (increased ongoing)**

5. Delays in starting the Exchange rollout and a strong feeling from the users that want continued access to FirstClass even after the migration, have forced me to increase that costs for FirstClass again. The reduction seen in FY19 has been reversed in FY20.

**** Impact on 530920 – Contracted Services (increased)**

6. During FY19 two new buildings will come online and those buildings will have a large number of cameras and access control devices compared to the existing buildings. Maintenance and licensing for those costs for all buildings was transferred to my budget a few years ago so the increases in cost for that are reflected.

**** Impact on 530920 – Contracted Services (increased ongoing)**

7. The new ambulance patient care system Zoll was introduced too late for me to budget for in it FY19 but it is included in FY20.

**** Impact on 530920 – Contracted Services (increased ongoing)**

8. We face a looming problem with the large number of copper telephone lines still in use in the Town for things such as alarm lines, elevator lines and other telemetry. Since Verizon is progressively withdrawing support for them we need to be ready to replace them with alternatives such as new VoIP service lines, conversion to fiber-based service, or conversion to cellular connections as appropriate. I reduced the amount we expect to pay on monthly fees for FY20 but included a one-off amount for conversion costs, although this is largely a guess at this point. I have not planned for it yet, but this line item should start reducing after FY20.

**** Impact on 534020 – Telephone (increased)**

9. After correcting the 'FY Actual' amounts to take into account some apparent mis-postings it is clear that our use of toner for networked printers (not the copiers) is higher than we budgeted in FY19 (34,000 in FY18 versus the \$32,000 we assumed for FY19) so I have increased my budget for FY20. This cost is largely out of my control and relates directly to the amount of printing done on departmental printers, and the mix of color versus black & white.

**** Impact on 542010 – Office Supplies**

We see some persistent trends such as:

- 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.

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 2018 (shown with prior years for comparison).

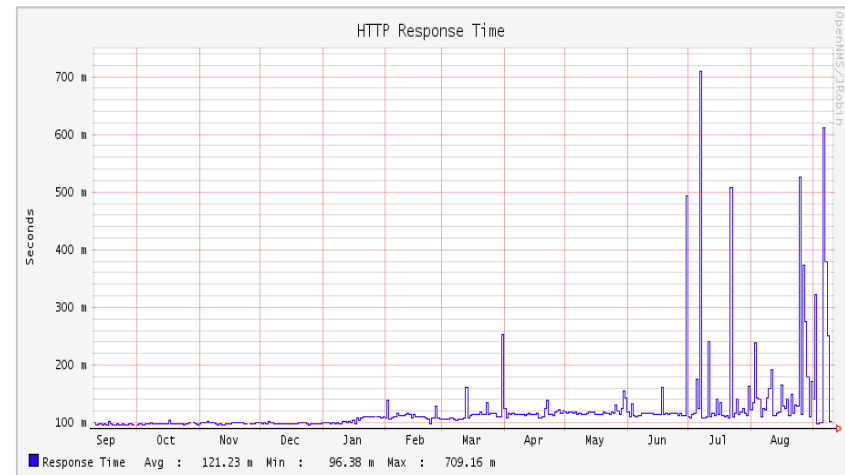
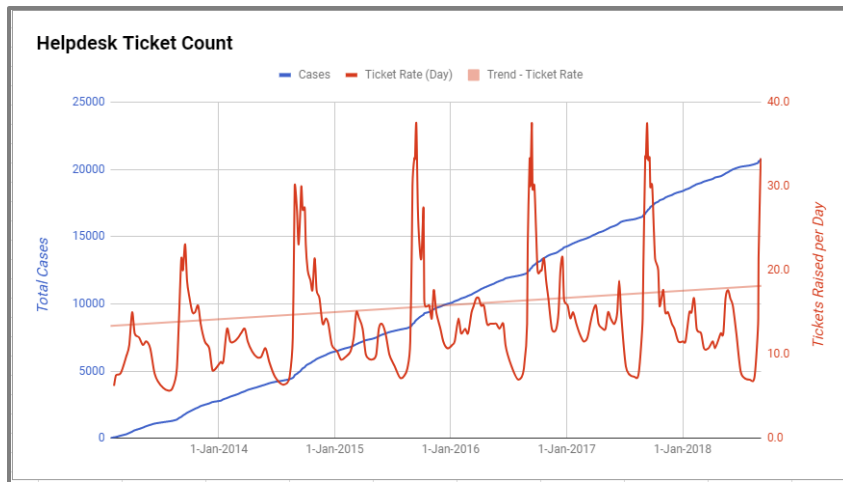
Helpdesk

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	2017 Tickets	2018 Tickets
January	64	269	258	320	348	336
February	146	228	204	286	225	275
March	250	296	348	373	354	237
April	282	217	188	344	259	247
May	268	228	280	300	368	425
June	162	188	241	274	364	255
July	104	129	166	147	110	129
August	257	368	244	346	380	362
September	451	638	717	664	701	219*
October	375	496	387	430	394	
November	234	302	333	297	340	
December	188	283	223	421	258	
	2,781	3,642	3,598	4,202	4,101	

*Partial month

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, which changed to a new platform towards the end of 2016.

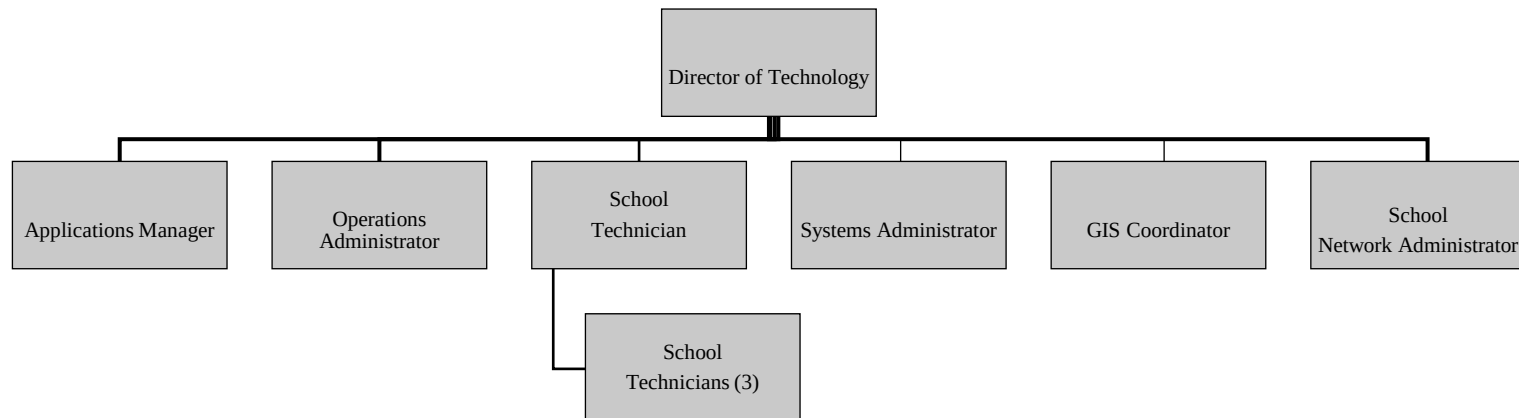
Response Times

The time taken to respond to a request for the town home page as measured from inside our network.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	120,194.00	600.00	120,794.00
GIS Coordinator	1.0	OPEIU	78,235.00	600.00	78,835.00
Technician	1.0	OPEIU	78,235.00	600.00	78,835.00
Applications Manager	1.0	OPEIU	87,626.00		87,626.00
Help Desk Coordinator	1.0	OPEIU	70,123.00	850.00	70,973.00
Total Personal Services	5.0		434,413.00	2,650.00	437,063.00

Technology 2020



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:

Continued implementation of records management program goals: Work with the State Archives to develop an electronic records management plan; continued work on improving the Town's online document management system (DMS) Preparation for the Federal 2020 census: Smooth transition from former Town Clerk to new Town Clerk and new member of office staff, while maintaining our high standards of customer service, statutory requirements and recordkeeping.

Description of Changes:

PERSONAL SERVICES

Records Supervisor: The Town Manager's personal services budget funds 4.5 hours per week of the Records Supervisor salary.

Election Worker and **Registrar** line items fluctuate from year to year with state primaries and elections. FY20 will have the Presidential Primary in March and, the town election in May. There will be early voting returns for the primary and will bring additional costs of paying election workers and overtime for town clerk personnel.

EXPENSES

The former Town Clerk was actively involved in Archives preservation and sat on a state board and participated in several memberships that pertained to the preservation of records. While preservation of records is of huge concern and a priority, memberships on two of the archive groups are not being sought at this time but could be in the future. Memberships to the Massachusetts Town Clerks Association, New England Town Clerks Association and the Middlesex County City & Town Clerks Association is considered an essential learning tool and would be valuable to both the Town Clerk and the Assistant Town Clerk. While every effort is made to keep Early Voting expenses to a minimum, there is still added costs associated with this state mandated program. As it gains in popularity, there will be more election workers needed to fulfill this obligation and keep it running smoothly.

Programs & Services:

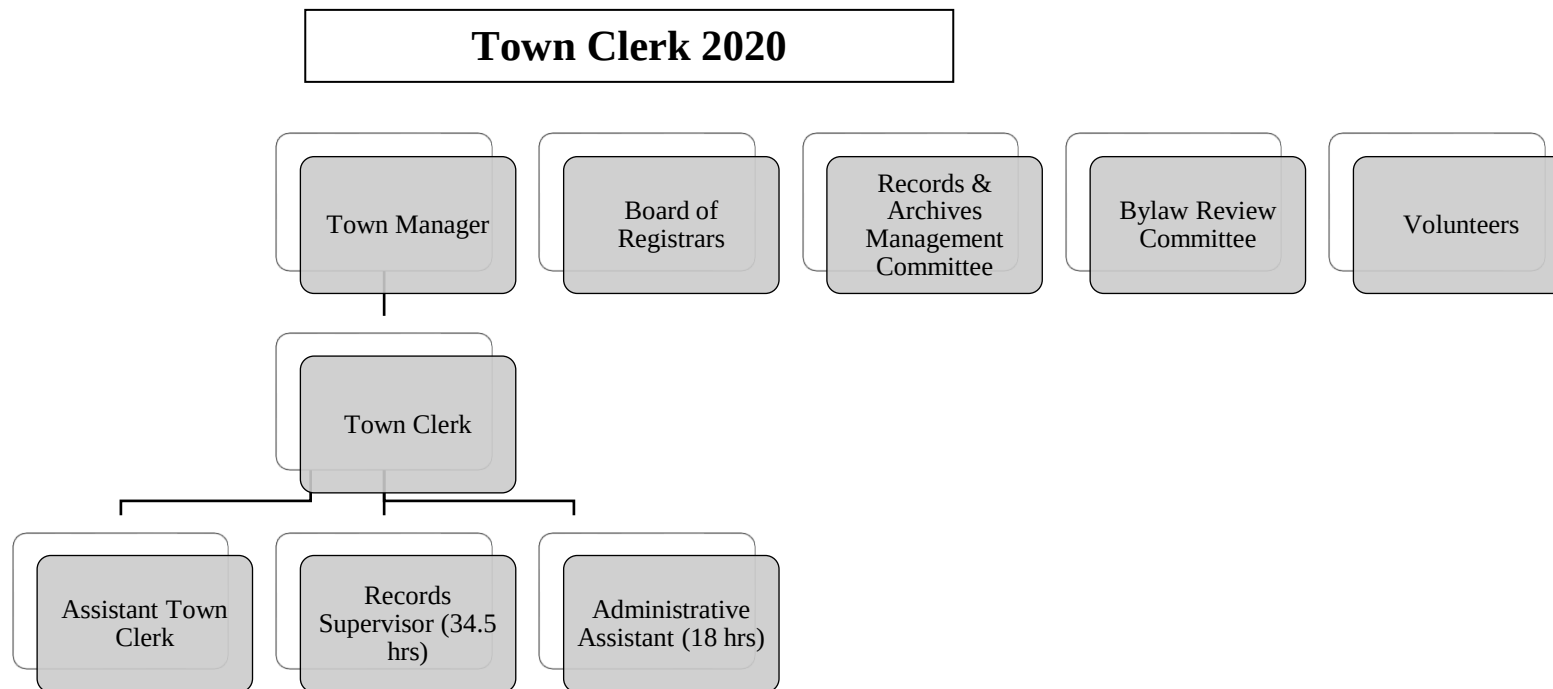
The Town Clerk's Office is charged with fulfilling many other state and locally mandated programs and services while also serving residents and the general public as a gateway to local government. Our annual calendar of compliance includes annual census mailing and street list production; elections administration 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 totes, 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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TOWN CLERK	77,241.38	84,895.00	86,169.00	86,169.00	86,593.00	86,593.00	1.50%	1,274.00
ASST TOWN CLERK	52,513.72	66,723.00	69,521.00	69,521.00	71,612.00	71,612.00	4.19%	2,798.00
RECORDS SUPERVISOR	58,625.29	53,246.00	53,692.00	53,692.00	53,469.00	53,469.00	0.84%	446.00
ADMINISTRATIVE ASSISTANT	23,736.96	25,277.00	25,277.00	25,277.00	25,277.00	25,277.00	0.00%	-
ELECTION WORKERS	7,259.13	25,818.00	22,439.00	22,439.00	33,633.00	12,749.00	-13.09%	(3,379.00)
REGISTRARS	2,462.60	4,181.00	3,099.00	3,099.00	4,181.00	2,525.00	-25.88%	(1,082.00)
LONGEVITY	2,608.00	3,958.00	4,708.00	4,708.00	4,708.00	4,708.00	18.95%	750.00
CATEGORY TOTAL	224,447.08	264,098.00	264,905.00	264,905.00	279,473.00	256,933.00	0.31%	807.00
EXPENSES								
TRAINING & DEVELOPMENT	500.00							-
POSTAGE	3,494.05	4,085.00	4,700.00	4,000.00	4,800.00	4,900.00	-2.08%	(85.00)
ADVERTISING-LEGAL	282.40	600.00	600.00	600.00	600.00	600.00	0.00%	-
PRINTING SERVICES	4,529.99	4,600.00	4,700.00	4,700.00	4,700.00	4,700.00	2.17%	100.00
RECORDS PRESERVATION	313.04	500.00	500.00	200.00	500.00	500.00	-60.00%	(300.00)
OFFICE SUPPLIES	507.36	1,000.00	1,000.00	600.00	1,000.00	1,000.00	-40.00%	(400.00)
ELECTION RELATED SUPPLIES & SERVICES	6,573.47	10,075.00	8,725.00	8,725.00	9,725.00	7,725.00	-13.40%	(1,350.00)
TRAVEL - MILEAGE	454.60	700.00	700.00	700.00	700.00	700.00	0.00%	-
MEETINGS & CONFERENCES	543.51	1,340.00	1,650.00	1,650.00	1,750.00	1,750.00	23.13%	310.00
DUES & MEMBERSHIPS	1,053.88	770.00	505.00	505.00	505.00	505.00	-34.42%	(265.00)
ENCUMBRANCES								-
CATEGORY TOTAL	18,252.30	23,670.00	23,080.00	21,680.00	24,280.00	22,380.00	-8.41%	(1,990.00)
DEPARTMENT TOTAL	242,699.38	287,768.00	287,985.00	286,585.00	303,753.00	279,313.00	-0.41%	(1,183.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	86,169.00	1,600.00	87,769.00
Assistant Town Clerk	1.0	OPEIU	69,521.00	1,100.00	70,621.00
Records Supervisor	0.9	CWA	53,692.00	1,600.00	55,292.00
Administrative Assistant	0.5	CWA	25,277.00	408.00	25,685.00
Election Workers			22,439.00		22,439.00
Registrars			3,099.00		3,099.00
Total Personal Services	3.4		260,197.00	4,708.00	264,905.00



Other Metrics:

Below is a sampling of services in volume over the last five years.

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	FY2014	FY2015	FY2016	FY2017	FY2018	Notes
Bulk Stickers	2,070	2,478	3,193	3,127	4,071	
Business Certificates	148	138	119	100	149	
Dog licenses	2,513	2,075	2,626	2,054	2,270	Calendar year
Flammable Storage Registration	41	36	41	34	37	Calendar Year
Marriage Licenses	53	68	87	62	66	
Notarizations	502	469	743	714	545	
Raffle Permits	8	7	8	8	6	
Certified Copies of Vital Records	1,088	1,117	1,276	1,398	1,364	

Selectmen's Annual Licensing

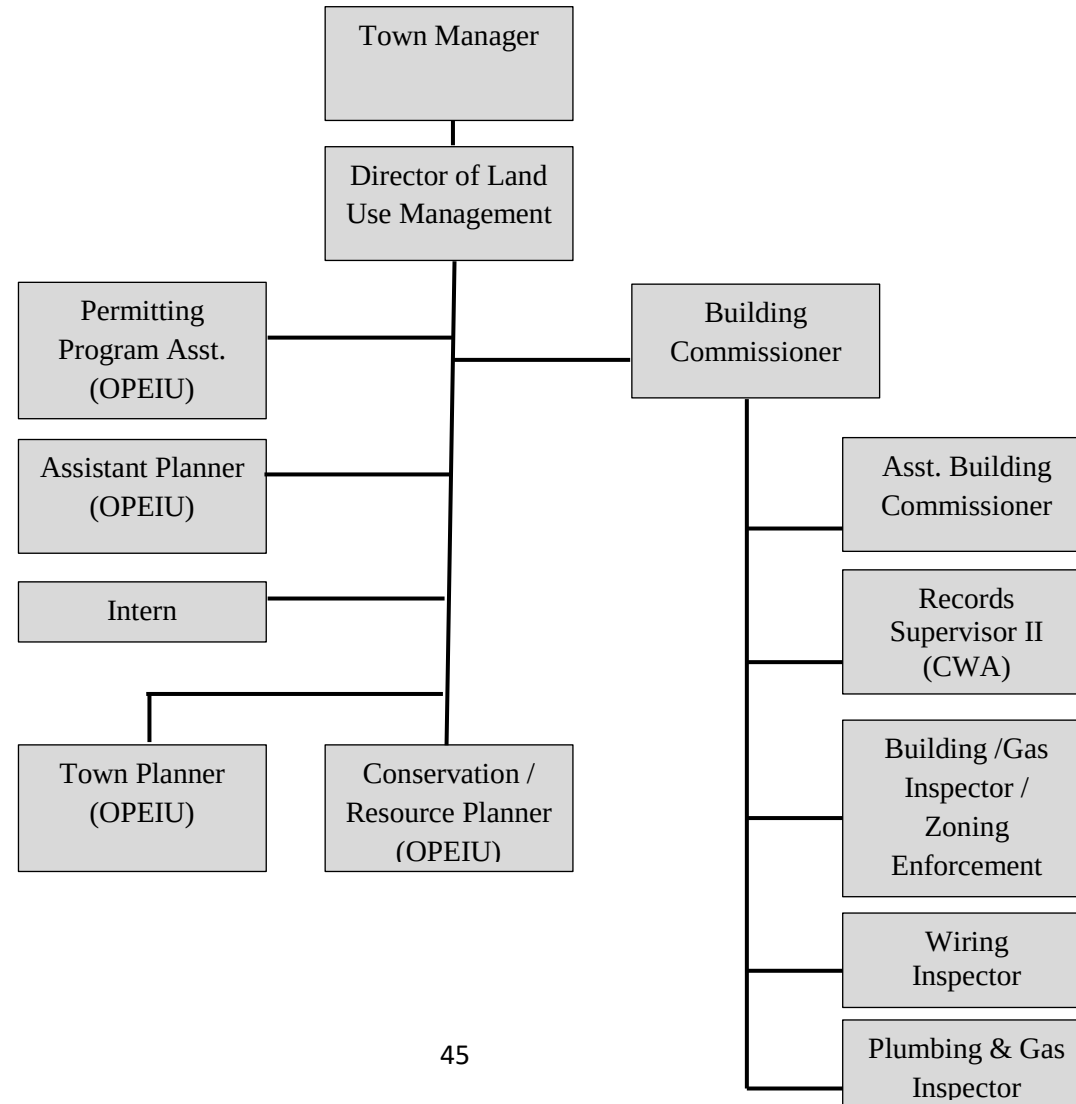
The Town Clerk's office provides administrative support to the Selectmen for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2013	2014	2015	2016	2017	2018
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	21	18	18	18	18	18
Beer & Wine Package Store	5	6	4	4	4	5
Beer & Wine Restaurant	1	3	4	4	4	5
Common Victualler	57	54	53	54	56	55
Automatic Amusement	90	92	95	126	126	126
Class I New Car	1	1	1	1	1	1
Class II Used Car	9	10	10	8	9	9
Class III Junk Car	1	1	1	1	1	1

RECORDS & ARCHIVES MANAGEMENT

Great progress has been made in working through a considerable backlog of Planning and Zoning files needing organization and digitization thanks to a Community Preservation Grant.

170 Permitting

Land Use Management Department 2020

Summary:

The Department of Land Use Management (Department) includes Building, Conservation, Planning and Zoning which is overseen by the Director of Land Use Management (DLUM), who is one of the primary points of contact for residents, prospective residents, developers and new businesses. Staff provides support to several land use boards and commissions (Boards) including, but not limited to, Conservation Commission, Planning Board, and Zoning Board of Appeals. These Boards review the various land use applications according to their respective jurisdictions. The Department is also responsible for enforcing the General Bylaw (including the Non-Zoning Wetlands Bylaw), the Zoning Bylaw, Building Code and administering the Wetlands Protection Act. Staff participates in several public-private regional efforts such as the 495 MetroWest Partnership, CrossTown Connect, Northern Middlesex Council of Governments (NMCOG) and Middlesex 3. The Department works closely with Town Counsel on matters related to land use applications, appeals, land acquisition and zoning enforcement. The Department provides a variety of support to the Town Manager and the Board of Selectmen on an as-needed basis.

Additionally, staff may participate in or provide additional support to several committees including the Master Plan Committee, Master Plan Implementation Committee, Economic Development Committee, Affordable Housing Committee and Affordable Housing Trust Committee. Staff also supports the efforts of the Housing Production Plan, Healthy Westford, Healthy Lakes and Ponds and miscellaneous Task Forces. The Department manages and tracks a variety of financial accounts such as the Affordable Housing Trust Fund, Developer Performance Bonds and Escrows, Peer Review Escrow accounts, development mitigation accounts and Conservation, Planning and Zoning permitting fees.

Goals for FY 2020:

1. Work to provide more straightforward guidance on how to better navigate the permitting process by:
 - a. Update application forms and submittal requirements;
 - b. Prepare Determination Forms to more clearly inform prospective applicants about permitting requirements;
 - c. Provide a mechanism for prospective applicants to request Determinations on the Town's web site;
 - d. Develop a comprehensive list of Frequently Asked Questions about Permitting and providing answers on the Town's web site; and
 - e. Encourage Pre-Application Meetings and provide means for requesting same on the website.
2. Train and cross-train Staff to ensure that accurate information is consistently provided;
3. Increase transparency of Boards by making information more readily available to the public;
4. Improve tracking and enforcement of land use matters (including zoning enforcement, monitoring conditions of approval, and management of Town-owned conservation land); and
5. Implement strategic amendments to Planning Board Subdivision Rules & Regulations, Zoning Bylaw and Wetland Bylaw Rules and Regulations to improve permitting process.

Summary of Land Use Boards Supported by Department

Fiscal Year	Conservation Commission	Planning Board		Zoning Board of Appeals		Totals
	Applications	Applications	Administrative	Applications	Administrative	
FY 2011	60	34		34		128
FY 2012	69	51		37		157
FY 2013	47	52		52		151
FY 2014	48	40	6	50	8	138 (14)*
FY 2015	41	49	11	37	6	127 (17)*
FY 2016	84	35	20	72	6	191 (26)*
FY 2017	80	32	7	40	15	152 (22)*
FY 2018	58	28	22	48	13	134 (35)*

Note – A concerted effort has been made since FY15 to use the least onerous and most efficient permitting mechanism to secure requested approvals from land use boards. While this can result in an apparent decrease in the number of formal applications, it may increase the number of requests for Administrative Approvals (actions by Boards not requiring a public hearing process) as shown above.

**Denotes Administrative Approvals*

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
ASSISTANT PLANNER	41,337.81	69,150.00	69,149.00	69,149.00	70,877.00	72,651.00	0.00%	(1.00)
DIRECTOR LAND USE MANAGEMENT	104,949.34	108,707.00	110,881.00	110,881.00	110,881.00	110,881.00	2.00%	2,174.00
PERMITTING PROGRAM ASST	63,452.60	66,236.00	68,412.00	68,412.00	69,855.00	69,855.00	3.29%	2,176.00
OTHER SUPPORT STAFF	8,157.50		7,875.00	7,875.00	7,875.00	7,875.00		7,875.00
LONGEVITY	-	600.00	600.00	600.00	1,200.00	1,200.00	0.00%	-
CATEGORY TOTAL	217,897.25	244,693.00	256,917.00	256,917.00	260,688.00	262,462.00	5.00%	12,224.00
EXPENSES								
CONTRACTED SERVICES	37,131.46	36,089.00	32,806.00	32,806.00	32,806.00	32,806.00	-9.10%	(3,283.00)
OFFICE SUPPLIES	4,709.66	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
TRAVEL-MILEAGE	1,164.20	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
MEETINGS & CONFERENCES	176.20	600.00	600.00	600.00	600.00	600.00	0.00%	-
DUES AND MEMBERSHIPS	90.00	305.00	1,175.00	1,175.00	1,020.00	1,170.00	285.25%	870.00
BILL OF PRIOR YEAR	5,308.00							
ENCUMBRANCES	209.99							-
CATEGORY TOTAL	48,789.51	41,394.00	38,981.00	38,981.00	38,826.00	38,976.00	-5.83%	(2,413.00)
DEPARTMENT TOTAL	266,686.76	286,087.00	295,898.00	295,898.00	299,514.00	301,438.00	3.43%	9,811.00

Description of Changes:

Proposed change consists of a \$2,906.00 increase to the Personnel Services Intern / DMS Support line item. Retaining trained intern allows Department Heads and other Staff to focus on higher level job duties.

Programs & Services:

Director of Land Use Management

1. Manages and coordinates Staff resources for Building, Conservation, Planning and Zoning.
2. Provides support to Board of Selectmen and other Committees on an as needed basis.
3. Consults with Town Counsel on land use matters, enforcement, appeals, land acquisitions and training.
4. Coordinates with Affordable Housing Committee and Affordable Housing Trust Committee.
6. Manages financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund.
7. Prepares Departmental budgets, staff evaluations and mentors Staff.
8. Manages filing system and access to public documents.

Assistant Planner

1. Provides technical support to DLUM, Town Planner and Conservation Resource Planner for land use applications including legal notices, agendas, Staff Reports, pre-application meetings with applicants, site visits and other work as directed.
2. Reviews land use boards applications for completeness.
3. Tracks projects for lapses of approval, recording of decisions, orders and certificates of compliance.
4. Assists Conservation Resource Planner with land management, stewardship and land acquisition projects as directed.

Permitting / Program Assistant

1. Provides support to Conservation, Planning and Zoning.
2. Coordinates payments of invoices and accounting for all Conservation, Planning and Zoning developer escrow accounts totaling more than \$170,000.
3. Maintains, tracks and reports establishment and releases of developer performance bonds totaling \$650,000.
4. Pays invoices and manages accounting for the Affordable Housing Trust Fund.
5. Provides back-up support to the Building Department, including answering phones, scheduling inspections, and assisting Building Department customers at the counter.
6. Coordinates preparation of meeting packets for Conservation Commission, Planning Board, Board of Appeals and other Committees as directed.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director of Land Use Management	1.0	EXEM	110,881.00	600.00	111,481.00
Asst. Planner	1.0	OPEIU	69,149.00		69,149.00
Permitting Program Asst	1.0	OPEIU	68,412.00		68,412.00
Other Support Staff	0.3	NON	7,875.00		7,875.00
Total Personal Services	3.3		256,317.00	600.00	256,917.00

171 Conservation**Mission Statement:**

The Conservation Department and the Conservation Commission are committed to protecting the town's natural resources by administering the state's Wetlands Protection Act and Westford's Non-Zoning Wetland Bylaw, and by purchasing land, interests in land or accepting gifts of land.

The Department and Commission may assist other organizations that are organized for similar purposes such as the private Westford Conservation Trust, Westford Land Preservation Foundation and the volunteer Stream Team.

The Department and Commission promote the protection of watershed resources by reviewing development proposals; work with applicants and residents to avoid damage to the environment; and educate the public about Westford's natural resources.

Goals for FY 2020

- Craft a policy to consider storm-damaged trees
- Increase coordination between private organizations and town boards/committees to achieve implementation of 2018 Open Space and Recreation Plan Goals and Objectives.
- Continue to reduce paper copies of permit documents through archive process.

Description of Changes:

There are minimal changes to the proposed FY 2020 budget. Only increases are to cover actual costs.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
CONSERVATION RESOURCE PLANNER LONGEVITY	86,330.92	87,626.00	87,626.00 600.00	87,626.00 600.00	87,626.00 600.00	87,626.00 600.00	0.00%	- 600.00
CATEGORY TOTAL	86,330.92	87,626.00	88,226.00	88,226.00	88,226.00	88,226.00	0.68%	600.00
EXPENSES								
CONTRACTED CLERICAL SERVICES		4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
CONSULTING SERVICES								-
ADVERTISING - LEGAL		300.00	300.00	300.00	300.00	300.00	0.00%	-
OTHER PURCHASED SERVICES	252.43	100.00					-100.00%	(100.00)
OFFICE EQUIPMENT	700.00							-
CONSERVATION SUPPLIES		100.00	200.00	200.00	200.00	200.00	100.00%	100.00
TRAVEL - MILEAGE	319.61	300.00	300.00	300.00	300.00	300.00	0.00%	-
MEETINGS & CONFERENCES	192.00	300.00	300.00	300.00	300.00	300.00	0.00%	-
DUES AND MEMBERSHIPS	752.00	765.00	785.00	785.00	785.00	785.00	2.61%	20.00
ENCUMBRANCES								-
CATEGORY TOTAL	2,216.04	6,305.00	6,325.00	6,325.00	6,325.00	6,325.00	0.32%	20.00
DEPARTMENT TOTAL	88,546.96	93,931.00	94,551.00	94,551.00	94,551.00	94,551.00	0.66%	620.00

Programs & Services:

1. Assist residents with permitting pursuant to the MA Wetlands Protection Act and Westford Non-Zoning Wetland Bylaw.
2. Conservation Resource Planner supports Conservation Commission by providing draft decisions and regulatory documents.
3. Issue permits pursuant to MA Wetlands Protection Act and Westford Non-Zoning Bylaw.
4. Enforce MA Wetlands Protection Act and Westford Non-Zoning Bylaw and associated regulations.
5. Conservation Resource Planner reviews and approves building permits for compliance with MA Wetlands Protection Act and Westford Non-Zoning Bylaw.
6. 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.
7. When opportunities for open space land acquisition arise provide professional advice protect land through a variety of tools including acquisitions, gifts, and restrictions.
8. Conservation Resource Planner works with Permitting Program Assistant and Assistant Planner to provide high level, professional customer service.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Conservation Resource Planner	1.0	OPEIU	87,626.00	600.00	88,226.00
Total Personal Services	1.0		87,626.00	600.00	88,226.00

175 Planning Board**Mission Statement:**

The Town Planner provides high-level services to the Planning Board and Zoning Board of Appeals. Each of these Boards hears applications and reviews public policies related to development and land management. Applicants rely on the Town Planner to assist them through the permitting process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Town 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 satisfied. The Town Planner also coordinates Technical Review meetings to review development proposals and to encourage open discussion amongst Town Departments.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TOWN PLANNER	31,544.00	75,560.00	85,488.00	85,488.00	87,626.00	87,626.00	13.14%	9,928.00
LONGEVITY	600.00	-						-
CATEGORY TOTAL	32,144.00	75,560.00	85,488.00	85,488.00	87,626.00	87,626.00	13.14%	9,928.00
EXPENSES								
CONTRACTED CLERICAL SERVICES	3,145.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	404.72	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
PRINTING SERVICES	1,039.20	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
REGISTRY EXPENSES	75.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
BOOKS & SUBSCRIPTIONS	260.98	600.00	600.00	600.00	600.00	600.00	0.00%	-
PLANNING STUDIES	3,520.00	5,000.00	5,000.00	5,000.00	15,000.00	15,000.00	0.00%	-
TRAVEL-MILEAGE	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
MEETINGS & CONFERENCES	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES & MEMBERSHIPS	270.00	305.00	320.00	320.00	320.00	320.00	4.92%	15.00
ENCUMBRANCES	185.00							-
CATEGORY TOTAL	8,899.90	13,645.00	13,660.00	13,660.00	23,660.00	23,660.00	0.11%	15.00
DEPARTMENT TOTAL	41,043.90	89,205.00	99,148.00	99,148.00	111,286.00	111,286.00	11.15%	9,943.00

Goals for FY 2020

- Improve application processes for land use boards.
- Assist with implementation of Planning Board Priorities.

Description of Changes:

No changes anticipated in FY 2020.

Programs & Services:

1. Sign-off on issuance of building permits and certificates of occupancy upon compliance with permit conditions.
2. Lead and facilitate Technical Review meetings for Departments involved in permitting or inspection of new development.
3. Dedicated support to Planning Board and Zoning Board of Appeals.
4. Coordination of construction inspections with Engineering and other Town Departments.
5. Professional and procedural work related to Board and citizen-proposed Zoning Bylaw amendments.
6. Litigation support to Town Counsel.
7. Compliance with public records and Open Meeting Law requirements.
8. Activities relative to Zoning Bylaw Amendments.
9. As-needed support to Town Manager, Board of Selectmen, Historical Commission, Affordable Housing Committee, Affordable Housing
10. Trust Committee and other Committees and Departments.

Personnel

Position	FTE	Unit	Salary	Longevity	Total
Town Planner	1.0	OPEIU	85,488.00	-	85,488.00
Total Personal Services	1.0		85,488.00	-	85,488.00

176 Zoning Board of Appeals**Mission Statement:**

The Zoning Board of Appeals strives to provide timely and efficient permitting to applicants who seek relief from the Zoning Bylaw. The Board maintains a fair and open process for 40B projects (Comprehensive Permits) which provide affordable housing units. The Board is diligent in ensuring that permit conditions are satisfied.

Goals for FY2020

Continue to provide service to residents and the Board to process applications in a timely manner with a high degree of professionalism.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
CONTRACTUAL CLERICAL SERVICES	2,405.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
MEETINGS & CONFERENCES	-	175.00	175.00	175.00	175.00	175.00	0.00%	-
ENCUMBRANCES	185.00							
CATEGORY TOTAL	2,590.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-
DEPARTMENT TOTAL	2,590.00	2,395.00	2,395.00	2,395.00	2,395.00	2,395.00	0.00%	-

Description of Changes

No changes anticipated in FY20.

Programs & Services:

The Zoning Board of Appeals meets monthly to review applications seeking relief from the standards and provisions of the Zoning Bylaw. They also are the Permit Granting Authority for Comprehensive Permits (40B) and the Special Permit Granting Authority for Personal Wireless Service Facilities (Cell Towers).

192 Town Hall

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
ADDITIONAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
CUSTODIANS	38,968.80	39,699.00	39,899.00	39,899.00	39,899.00	39,899.00	0.50%	200.00
OVERTIME	1,729.90	3,000.00	3,000.00	2,000.00	3,000.00	3,000.00	-33.33%	(1,000.00)
LONGEVITY	1,100.00	1,100.00	1,100.00	1,100.00	1,600.00	1,600.00	0.00%	-
CATEGORY TOTAL	41,798.70	44,799.00	44,999.00	43,999.00	45,499.00	45,499.00	-1.79%	(800.00)
EXPENSES								
CLOTHING ALLOWANCE	-	540.00	540.00	540.00	540.00	540.00	0.00%	-
ELECTRICITY	16,280.55	16,500.00	16,500.00	16,500.00	16,500.00	16,500.00	0.00%	-
HEATING FUEL	6,798.71	6,000.00	7,000.00	7,000.00	7,000.00	7,000.00	16.67%	1,000.00
WATER	1,820.77	1,900.00	1,950.00	1,950.00	1,950.00	1,950.00	2.63%	50.00
BUILDING MAINTENANCE	7,566.71	5,000.00	8,000.00	8,000.00	8,000.00	8,000.00	60.00%	3,000.00
GROUPS MAINTENANCE	3,106.00	1,000.00	3,000.00	3,000.00	3,000.00	3,000.00	200.00%	2,000.00
VEHICLE MAINTENANCE	642.15	900.00	700.00	700.00	700.00	700.00	-22.22%	(200.00)
EQUIPMENT MAINTENANCE	-							-
OFFICE EQUIPMENT MAINTENANCE	41.80		50.00	50.00	50.00	50.00		50.00
BLDG MAINT SVCS - HVAC	2,238.88	7,000.00	5,000.00	3,000.00	5,000.00	5,000.00	-57.14%	(4,000.00)
BLD MAINT SVCS - GENERATOR & ELEC	406.40	1,500.00	1,000.00	1,000.00	1,000.00	1,000.00	-33.33%	(500.00)
BLDG MAINT SVCS - ELEVATOR	8,028.00	2,000.00	5,000.00	5,000.00	5,000.00	5,000.00	150.00%	3,000.00
BLD MAINT SVCS - FIRE/ALARM	907.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
POSTAGE METER RENTAL	2,335.74	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	0.00%	-
POSTAGE	12,434.77	26,000.00	20,000.00	20,000.00	20,000.00	20,000.00	-23.08%	(6,000.00)
GASOLINE	543.96	800.00	800.00	800.00	800.00	800.00	0.00%	-
COPIER SUPPLIES	2,725.08	4,000.00	4,000.00	3,000.00	4,000.00	4,000.00	-25.00%	(1,000.00)
BULDING MAINTENANCE SUPPLIES	50.00		50.00	50.00	50.00	50.00		50.00
CUSTODIAL/CLEANING SUPPLIES	1,547.39	2,000.00	1,800.00	1,800.00	1,800.00	1,800.00	-10.00%	(200.00)
BOTTLED WATER	1,107.15	1,000.00	1,300.00	1,300.00	1,300.00	1,300.00	30.00%	300.00
ENCUMBRANCES	662.00							-
CATEGORY TOTAL	69,243.56	79,540.00	80,090.00	77,090.00	80,090.00	80,090.00	-3.08%	(2,450.00)
DEPARTMENT TOTAL	111,042.26	124,339.00	125,089.00	121,089.00	125,589.00	125,589.00	-2.61%	(3,250.00)

Description of Changes:

Overall, the Town Hall budget decreased by 2.61% in FY20. Overtime for the maintenance worker was reduced to \$2,000 to reflect the FY18 actual expense. Postage has also been reduced by \$6,000 from the FY19 budget. The town uses a postage meter that we prepay postage. There was a large credit that was carried over into FY18 which is the reason for the low postage expense.

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	39,899.00	1,100.00	40,999.00
Overtime			2,000.00		2,000.00
Additional Coverage			1,000.00		1,000.00
Total Personal Services	0.8		42,899.00	1,100.00	43,999.00

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
FACILITIES DIRECTOR		21,245.00	28,893.00	28,893.00	28,893.00	28,893.00	36.00%	7,648.00
OFFICE MANAGER		9,237.00	15,834.00	15,834.00	15,834.00	15,834.00	71.42%	6,597.00
PROJECT INSPECTOR - FACILITIES TECH	38,391.67	39,118.00	39,118.00	39,118.00	39,118.00	39,118.00	0.00%	-
CUSTODIAN	9,742.20	9,887.00	9,887.00	9,887.00	9,887.00	9,887.00	0.00%	-
OVERTIME	472.52	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%	(1,000.00)
LONGEVITY	425.00	425.00	425.00	425.00	425.00	425.00	0.00%	-
CATEGORY TOTAL	49,031.39	81,912.00	95,157.00	95,157.00	95,157.00	95,157.00	16.17%	13,245.00
EXPENSES								
UNIFORM ALLOWANCES	540.00	350.00	350.00	350.00	350.00	350.00	0.00%	-
ELECTRICITY	1,363.40	850.00	1,450.00	1,450.00	1,450.00	1,450.00	70.59%	600.00
HEATING FUEL	3,520.40	1,000.00	3,700.00	3,700.00	3,500.00	3,500.00	270.00%	2,700.00
WATER	19.28		25.00	25.00	25.00	25.00		25.00
BUILDING MAINTENANCE	2,998.00	3,000.00	4,575.00	4,000.00	4,575.00	4,575.00	33.33%	1,000.00
GROUNDS MAINTENANCE	-	100.00	500.00	500.00	500.00	500.00	400.00%	400.00
BLDG MAINT SVCS - HVAC	2,015.17	3,000.00	2,100.00	2,100.00	2,100.00	2,100.00	-30.00%	(900.00)
BLDG MAINT SVCS - PLUMBING	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS - ELECTRICAL REPAIRS	8.99	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS - PAINT	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS - ROOF	-	2,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-50.00%	(1,000.00)
BLDG MAINT - SECURITY	3,069.50	500.00	1,000.00	1,000.00	1,000.00	1,000.00	100.00%	500.00
TRAINING & DEVELOPMENT		-						-
CONTRACTED SERVICES	2,773.70	5,800.00	3,000.00	3,000.00	3,000.00	3,000.00	-48.28%	(2,800.00)
TRAVEL - MILEAGE								-
ENCUMBRANCES	1,400.00							-
CATEGORY TOTAL	17,708.44	18,100.00	19,200.00	18,625.00	19,000.00	19,000.00	2.90%	525.00
DEPARTMENT TOTAL	66,739.83	100,012.00	114,357.00	113,782.00	114,157.00	114,157.00	13.77%	13,770.00

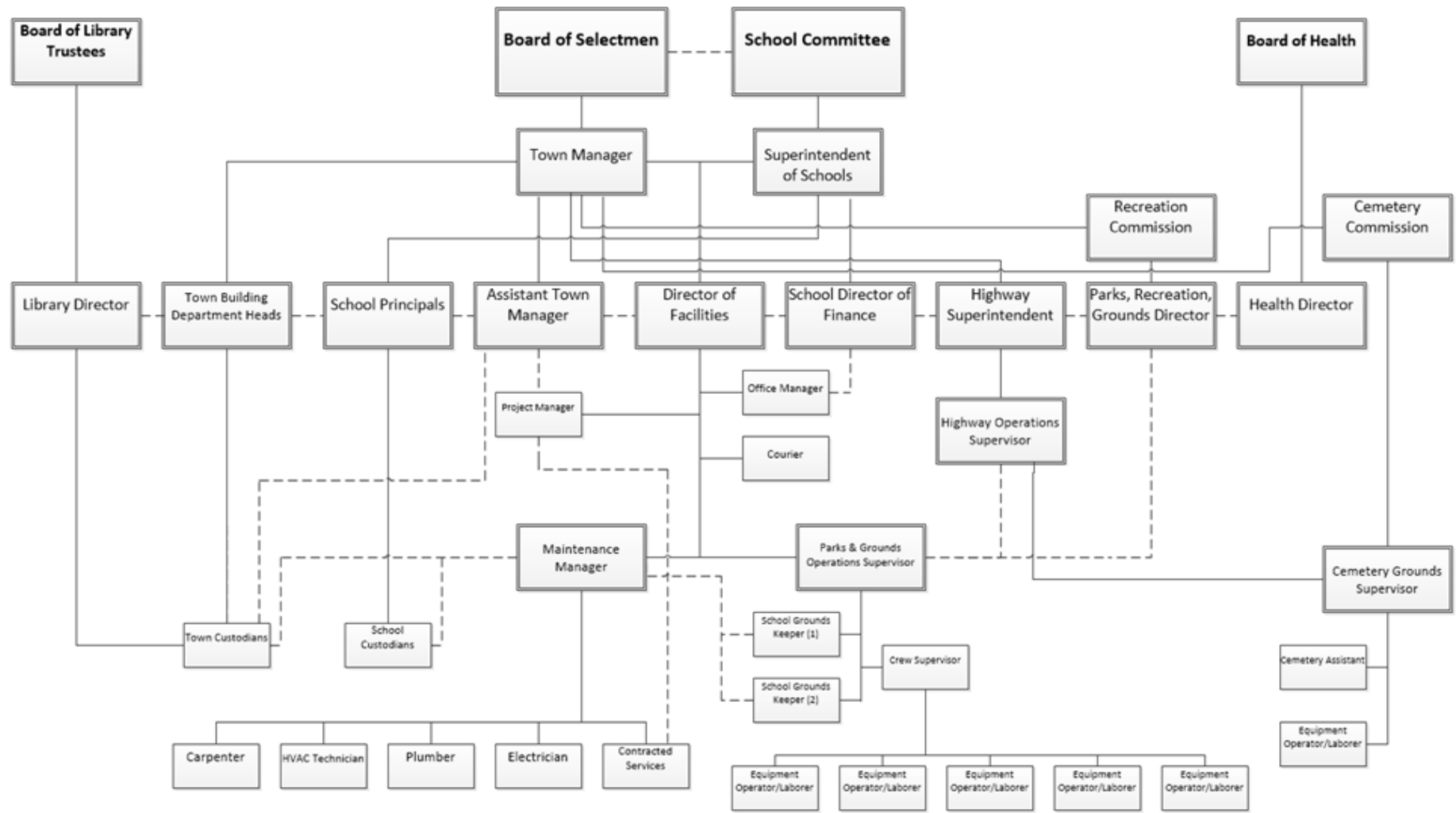
Description of Changes:

FY19 was the first year that the Facilities Director and Office Manager were included in the budget. The Facilities Director was originally scheduled to be hired on October 1st, 2018 and the Office Manager was scheduled to be hired on December 1st, 2018. FY20 reflects a full year of funding for the town side. The town contributes 25% of the salary for both the Facilities Director and Office Manager. The 300 Westford Public Schools budget includes 75% of the cost.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Facilities Director	0.2	EXEM	28,893.00	-	28,893.00
Office Manager	0.2	OPEIU	15,834.00	-	15,834.00
Project Inspector - Facilities Tech	0.5	OPEIU	39,118.00	425.00	39,543.00
Custodian	0.2	CWA	9,887.00	-	9,887.00
Overtime			1,000.00	-	1,000.00
Total Personal Services	1.1		94,732.00	425.00	95,157.00

Public Buildings & Properties Maintenance 2020



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:

- Work with both Town and School Departments to improve building and staff safety and security.
- Continue to work with Pedestrian Safety Committee to identify and address safety concerns.
- Continue to 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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
POLICE CHIEF	150,505.31	156,407.00	158,935.00	158,935.00	158,935.00	158,935.00	1.62%	2,528.00
DEPUTY CHIEF	102,240.15	123,714.00	126,307.00	126,307.00	126,307.00	126,307.00	2.10%	2,593.00
CAPTAIN	206,464.57	213,720.00	214,539.00	214,539.00	213,720.00	213,720.00	0.38%	819.00
LIEUTENANTS	360,338.65	369,342.00	370,757.00	370,757.00	369,342.00	369,342.00	0.38%	1,415.00
SERGEANTS	639,176.07	663,162.00	646,294.00	646,294.00	647,776.00	652,362.00	-2.54%	(16,868.00)
PATROLMEN	1,775,438.27	1,947,347.00	2,204,497.00	2,080,929.00	2,229,942.00	2,255,194.00	6.86%	133,582.00
OFFICE MANAGER	59,719.40	63,094.00	63,579.00	63,579.00	63,337.00	63,337.00	0.77%	485.00
RECORDS SUPERVISOR-OPERATIONAL	60,819.20	61,735.00	62,210.00	62,210.00	61,972.00	61,972.00	0.77%	475.00
ADMINISTRATIVE ASSISTANT	47,287.78	49,413.00	51,287.00	51,287.00	52,638.00	52,638.00	3.79%	1,874.00
MAINTENANCE WORKER II	46,068.63	52,728.00	53,134.00	53,134.00	52,931.00	52,931.00	0.77%	406.00
QUINN BILL	202,849.89	201,219.00	197,639.00	197,639.00	197,156.00	197,156.00	-1.78%	(3,580.00)
OVERTIME	422,417.70	350,000.00	396,219.00	396,219.00	400,000.00	420,000.00	13.21%	46,219.00
COURT APPEARANCES	39,290.03	39,000.00	44,151.00	44,151.00	45,000.00	47,250.00	13.21%	5,151.00
SPECIAL DETAILS	10,699.10	27,000.00	27,000.00	27,000.00	30,000.00	31,500.00	0.00%	-
TRAINING WAGES	56,174.17	51,510.00	58,312.00	58,312.00	60,000.00	63,000.00	13.21%	6,802.00
SHIFT DIFFERENTIAL	42,423.38	46,500.00	46,500.00	46,500.00	48,000.00	50,400.00	0.00%	-
SPECIALTY STIPENDS	3,750.00	4,250.00	3,750.00	3,750.00	3,750.00	3,750.00	-11.76%	(500.00)
STIPEND / ACCREDITATION	53,400.00	53,400.00	56,400.00	54,400.00	56,400.00	56,400.00	1.87%	1,000.00
HOLIDAY PAY	141,441.48	158,679.00	163,834.00	158,435.00	165,375.00	166,651.00	-0.15%	(244.00)
LONGEVITY	41,300.00	44,400.00	46,600.00	46,600.00	47,850.00	50,600.00	4.95%	2,200.00
ON CALL	21,061.68	20,773.00	21,269.00	21,269.00	22,000.00	23,100.00	2.39%	496.00
RETIREMENT NOTICE INCENTIVE	6,350.00	5,000.00	4,160.00	4,160.00	5,000.00	5,250.00	-16.80%	(840.00)
SICK TIME BUYBACK	32,195.10	5,700.00	5,700.00	5,700.00	40,000.00	42,000.00	0.00%	-
SICK TIME INCENTIVE	7,425.00	8,650.00	8,650.00	8,650.00	8,650.00	9,083.00	0.00%	-
COMP TIME BUYOUT	-	5,500.00	5,500.00	5,500.00	5,500.00	5,775.00	0.00%	-
CATEGORY TOTAL	4,528,835.56	4,722,243.00	5,037,223.00	4,906,256.00	5,111,581.00	5,178,653.00	3.90%	184,013.00

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
PSYCHE/MED TESTING	8,749.45	5,760.00	10,040.00	10,040.00	10,040.00	10,542.00	74.31%	4,280.00
UNIFORM ALLOWANCES	54,789.57	57,640.00	61,340.00	58,940.00	61,340.00	64,407.00	2.26%	1,300.00
ELECTRICITY	47,115.65	44,000.00	64,253.00	49,000.00	64,253.00	67,466.00	11.36%	5,000.00
NATURAL GAS	20,032.62	10,000.00	21,708.00	21,708.00	21,708.00	22,794.00	117.08%	11,708.00
GENERATOR FUEL - DIESEL	-		452.00	452.00	452.00	475.00		452.00
WATER	3,569.14	3,500.00	3,500.00	3,700.00	3,500.00	3,675.00	5.71%	200.00
MAINTENANCE BLDG & GRD	49,347.11	38,500.00	55,500.00	50,000.00	55,500.00	58,275.00	29.87%	11,500.00
VEHICLE MAINTENANCE	50,751.58	52,739.00	52,739.00	50,000.00	52,739.00	55,376.00	-5.19%	(2,739.00)
EQUIPMENT MAINTENANCE	4,712.85	14,000.00	8,394.00	6,000.00	8,394.00	8,814.00	-57.14%	(8,000.00)
COMMUNICATION EQUIP	1,092.84	2,500.00	3,500.00	3,500.00	3,500.00	3,675.00	40.00%	1,000.00
TRAINING CLASSES	30,365.12	24,319.00	30,000.00	24,319.00	30,000.00	31,500.00	0.00%	-
POSTAGE	730.74	1,400.00	1,000.00	1,000.00	1,000.00	1,050.00	-28.57%	(400.00)
ADVERTISING-LEGAL	-	400.00	400.00	400.00	400.00	420.00	0.00%	-
GASOLINE	69,402.30	70,000.00	86,999.00	75,000.00	86,999.00	91,349.00	7.14%	5,000.00
OFFICE SUPPLIES	5,829.30	7,500.00	7,500.00	6,000.00	7,500.00	7,875.00	-20.00%	(1,500.00)
BULLET PROOF VESTS					-	-		-
PRISONER MEALS	258.94	250.00	300.00	300.00	300.00	315.00	20.00%	50.00
FIREARMS SUPPLIES	23,605.08	18,000.00	18,000.00	18,000.00	18,000.00	18,900.00	0.00%	-
DEFENSIVE TACTICS EQUIPMENT	8,988.69	10,000.00	10,000.00	10,000.00	10,000.00	10,500.00	0.00%	-
PHOTOGRAPHIC	2,290.84	4,000.00	4,000.00	4,000.00	4,000.00	4,200.00	0.00%	-
BOOKS & SUBSCRIPTIONS	2,298.69	2,000.00	2,200.00	2,200.00	2,200.00	2,310.00	10.00%	200.00
MEETINGS & CONFERENCES	4,280.37	4,500.00	6,300.00	6,300.00	6,300.00	6,615.00	40.00%	1,800.00
DUES & MEMBERSHIPS	8,116.80	6,664.00	8,359.00	8,359.00	8,359.00	8,777.00	25.44%	1,695.00
NEMLEC	5,401.94	6,745.00	6,745.00	6,745.00	6,745.00	7,082.00	0.00%	-
BILL OF PRIOR YEAR	414.77				-	-		-
VEHICLES/CRUISERS	112,673.66	166,624.00	166,624.00	124,968.00	166,624.00	174,955.00	-25.00%	(41,656.00)
OFFICE FURNITURE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,050.00	0.00%	-
ENCUMBRANCES	7,655.00							-
CATEGORY TOTAL	522,473.05	552,041.00	630,853.00	541,931.00	630,853.00	662,397.00	-1.83%	(10,110.00)
DEPARTMENT TOTAL	5,051,308.61	5,274,284.00	5,668,076.00	5,448,187.00	5,742,434.00	5,841,050.00	3.30%	173,903.00

Description of Changes:

The overall FY20 police budget requested **was a 6.8% increase from FY19**. The Town Manager's recommended FY20 budget is a **3.3% increase** from FY19 to FY20.

The Chief's request included the addition of three new officers. The Town Manager only approved one new officer due to financial constraints. The Chief's request of three additional officers was a result of reviewing staffing levels in the Westford Police Department and communities of similar size, as well as working with the Finance Committee, Board of Selectman and Fire Department. As the town continues to grow, the police department experiences an increase in traffic issues, crime, as well as an increase in non-criminal complaints. The Chief understands the financial position the town is in, but believes Public Safety should be a priority. The Town Manager does support public safety and is committed to adding the two new police officers, but was under financial constraints due to town wide needs. We are optimistic that the two new officers will be added in the near future when funds become available.

The expenses were decreased by 1.8% largely due to the Town Manager reducing personnel (associated expenses decrease), vehicle and equipment maintenance, training, as well as removing one replacement 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. Our designated narcotics detective was re-assigned to the patrol division for much of FY18 and FY19 due to shortage in available staffing.

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 and explosive devices.

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. The Family Services Detective follows up on all domestic violence cases in town.

TRAFFIC OFFICER: Our designated traffic officer was re-assigned to the patrol division for much of FY18 and FY19 due to shortage in available staffing.

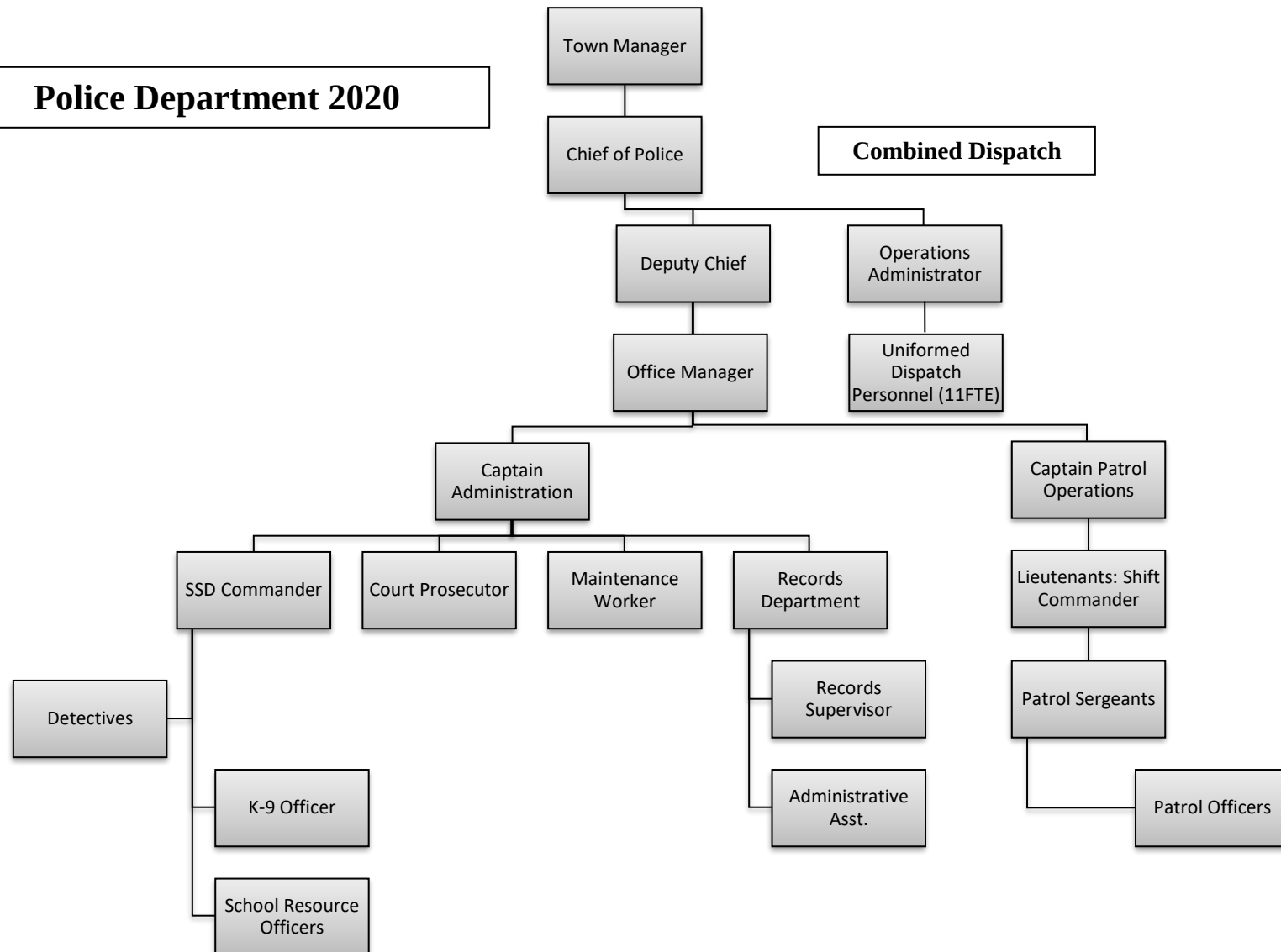
SCHOOL RESOURCE OFFICER: Nashoba Tech and Westford Academy each have an SRO assigned in their respective schools and they fully fund the position from their school budgets. The SROs assigned are experienced, trained officers. The mission of the SROs is to improve school safety and the educational climate 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 on an as-needed basis. 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.

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.

Personnel:

Position	FTE	Unit	Salary	Longevity	Accreditation	Education	Holiday Pay	Total
Police Chief	1.0	EXEM	158,935.00	2,600.00	1,500.00	39,734.00	3,640.00	206,409.00
Deputy Police Chief	1.0	EXEM	126,307.00	1,600.00	1,500.00	25,262.00	2,893.00	157,562.00
Captain	2.0	WSO	214,539.00	4,700.00	3,000.00	48,271.00	9,608.00	280,118.00
Lieutenant	4.0	WSO	370,757.00	6,150.00	6,000.00	83,420.00	16,604.00	482,931.00
Sergeant	7.0	WPA	646,294.00	8,250.00	7,000.00		28,989.00	690,533.00
Patrolman	32.0	WPA	2,080,929.00	20,500.00	33,000.00		96,601.00	2,231,030.00
Office Manager	1.0	OPEIU	63,579.00	600.00	600.00			64,779.00
Records Supervisor Admin	1.0	CWA	62,210.00	1,600.00	600.00			64,410.00
Administrative Asst.	1.0	CWA	51,287.00	600.00	600.00			52,487.00
Maintenance Worker II	1.0	CWA	53,134.00		600.00			53,734.00
Overtime			397,171.00					397,171.00
Court Appearances			44,151.00					44,151.00
Special Details			27,000.00					27,000.00
Training Wages			58,312.00					58,312.00
Shift Differential			46,600.00					46,600.00
Specialty Stipends			3,750.00					3,750.00
On Call Pay			21,269.00					21,269.00
Retirement Notice Incentive			4,160.00					4,160.00
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	51.0		4,450,234.00	46,600.00	54,400.00	196,687.00	158,335.00	4,906,256.00

Police Department 2020

215 Public Safety Communications

Mission Statement:

The mission of Westford Public Safety Communications is to deliver maximum communications support to all residents, businesses, Police, Fire and all public agencies, and visitors of the Town of Westford, and other state and local public safety agencies. To provide assistance and expedite emergency police, fire or ambulance responses, to 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, fire and EMS standard operating procedures.
- To maintain a highly proficient hub or central public safety emergency communications point that will assist and connect the public to police, fire and ambulance services.
- To maintain highly professional and efficient public safety communications staff.
- To provide and improve upon critical support services for both the police and fire services.

Description of Changes:

Increases shown in TMR on the Personal category are due to Contractual and COLA.

Increases shown in TMR on the Expenses category, Uniform Allowances to cover minimal required uniforms for Part Time Personnel. 3% increase in Contracted Services is consistent with the annual increases in these contracts. The Dues and Memberships was the inclusion of NENA membership.

I have requested annually since the planning of Combined Dispatch, up through this budget, a 12th Telecommunicator be added or the OT budget be increased, back to the pre-combined OT amount of the FY 13 Police Dispatch. (\$119,347) High turnover and difficulty in finding quality candidates for the position are a major issue for all Communications Centers nationwide, thus OT will always be a factor. My request has an increase in Personal Services of less than 7%, it would allow Communications to add 1 Full Time Telecommunicator, eliminate open shifts (40 hours p/wk.) which require OT or Order In's to fill. It would allow the Department to schedule above minimum manning more often, allowing better use of minimum manning to further reduce OT in a safe and controlled process. Other related minimal increases are shown, on my request, in both Personal.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
UNIFORMED DISPATCH PERS	519,727.93	554,364.00	594,004.00	551,154.00	603,576.00	613,481.00	-0.58%	(3,210.00)
OPERATIONS ADMINISTRATOR	84,346.38	87,291.00	87,962.00	87,962.00	87,626.00	87,626.00	0.77%	671.00
OVERTIME	121,624.99	92,025.00	103,866.00	93,866.00	105,944.00	108,063.00	2.00%	1,841.00
HOLIDAY OVERTIME	14,312.22	9,758.00	9,758.00	9,758.00	9,953.00	10,152.00	0.00%	-
TRAINING WAGES	3,141.46	8,000.00	8,000.00	5,000.00	8,000.00	8,000.00	-37.50%	(3,000.00)
SHIFT DIFFERENTIAL	15,173.25	15,660.00	17,648.00	15,690.00	17,618.00	17,618.00	0.19%	30.00
STIPEND / ACCREDITATION	7,200.00	7,200.00	7,800.00	7,200.00	7,800.00	7,800.00	0.00%	-
HOLIDAY PAY	23,584.47	25,488.00	27,311.00	25,341.00	27,751.00	28,206.00	-0.58%	(147.00)
LONGEVITY	6,350.00	7,100.00	5,400.00	5,400.00	8,300.00	9,750.00	-23.94%	(1,700.00)
CATEGORY TOTAL	795,460.70	806,886.00	861,749.00	801,371.00	876,568.00	890,696.00	-0.68%	(5,515.00)
EXPENSES								
UNIFORM ALLOWANCES	6,420.32	6,930.00	8,505.00	7,875.00	8,505.00	8,505.00	13.64%	945.00
COMMUNICATIONS EQUIPMENT	7,700.81	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
CONTRACTED SERVICES	15,810.32	22,444.00	23,118.00	23,118.00	23,118.00	23,118.00	3.00%	674.00
OFFICE SUPPLIES	5,294.63	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	99.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
MEETINGS & CONFERENCES	2,782.62	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES & MEMBERSHIPS	1,773.00	1,450.00	1,600.00	1,600.00	1,600.00	1,600.00	10.34%	150.00
ENCUMBRANCES	14,645.64							-
CATEGORY TOTAL	54,526.34	38,324.00	40,723.00	40,093.00	40,723.00	40,723.00	4.62%	1,769.00
DEPARTMENT TOTAL	849,987.04	845,210.00	902,472.00	841,464.00	917,291.00	931,419.00	-0.44%	(3,746.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipend/ Accreditation	Holiday Pay	Total
Uniformed Dispatch Pers	11.0	CWA	551,154.00	3,300.00	6,600.00	25,341.00	586,395.00
Operations Administrator	1.0	OPEIU	87,962.00	2,100.00	600.00	-	90,662.00
Overtime			93,866.00				93,866.00
Holiday Overtime			9,758.00				9,758.00
Training Wages			5,000.00				5,000.00
Shift Differential			15,690.00				15,690.00
Total Personal Services	12.0		763,430.00	5,400.00	7,200.00	25,341.00	801,371.00



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 man-made 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 refine procedures and policies with new Public Safety Communications Center.
- Update station response areas with the relocation to the Boston Road site.
- Evaluate Fire Department staffing issues by looking at options of increasing overtime, swing personnel, and the staffing of an ambulance at the Nabnasset Station.

Description of Changes:

- Increases in salaries include step increases and two additional personnel that will have staggered start time in FY20.
- 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 callbacks and to allow for full staffing of our shifts to 9 more regularly. For the FY18 Fire/Ambulance overtime, there were a total 18,690 hours taken off and 8,119 (43.4%) overtime hours filled at an average rate of \$49.43.
- The increase in Education represents an increase in Firefighters seeking education.
- The remaining increases in Personal Services are represented by contractual obligations such as the uniform allowances.

- The IAFF new union contract took effect on July 1, 2017 and expires on June 30, 2020.
- Most of the Fire/Ambulance Operating Budget changes are due to adjustments in the natural gas, electricity, gasoline and diesel estimates and Building Maintenance cost estimates as we moved into our new Facility on 11/1/2018 and have not established a history.
- The Equipment Maintenance Budget reflects ladder testing, Scott pack testing (hydrostatically), lens replacement, bottle replacement, and reflects actuals.
- The total department is increasing by 3.37%

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
FIRE CHIEF	138,003.30	142,875.00	145,733.00	145,733.00	145,733.00	145,733.00	2.00%	2,858.00
DEPUTY CHIEF	96,938.94	100,361.00	102,369.00	102,369.00	102,369.00	102,369.00	2.00%	2,008.00
FIRE PREVENTION OFFICER	78,499.20	82,497.00	84,532.00	84,532.00	84,210.00	84,210.00	2.47%	2,035.00
CAPTAINS	422,192.88	346,487.00	355,034.00	355,034.00	358,678.00	353,678.00	2.47%	8,547.00
EMS COORDINATOR			80,298.00	-	84,210.00	84,210.00		
FIREFIGHTERS	1,468,880.26	1,689,726.00	1,786,654.00	1,756,778.00	1,788,802.00	1,798,185.00	3.97%	67,052.00
CALL FIREFIGHTERS	2,914.18	15,000.00	10,000.00	5,000.00	10,000.00	10,000.00	-66.67%	(10,000.00)
OFFICE MANAGER	62,160.84	63,336.00	63,579.00	63,579.00	63,337.00	63,337.00	0.38%	243.00
OVERTIME	343,487.10	379,700.00	388,000.00	350,000.00	395,760.00	403,676.00	-7.82%	(29,700.00)
HOLIDAY OVERTIME	33,096.16	42,696.00	43,462.00	43,462.00	43,462.00	43,462.00	1.79%	766.00
TRAINING	17,865.10	19,800.00	20,300.00	20,300.00	20,706.00	21,121.00	2.53%	500.00
SHIFT DIFFERENTIAL	36.84							-
EDUCATION INCENTIVE	162,724.54	165,361.00	179,595.00	177,795.00	179,292.00	179,292.00	7.52%	12,434.00
CALL FF STIPENDS	85.00	750.00	500.00	500.00	500.00	500.00	-33.33%	(250.00)
EMT STIPENDS	6,073.68	6,096.00	6,203.00	6,203.00	6,203.00	6,203.00	1.76%	107.00
HOLIDAY PAY	89,035.73	95,913.00	103,514.00	98,828.00	104,095.00	104,490.00	3.04%	2,915.00
LONGEVITY	42,800.00	41,900.00	42,000.00	42,000.00	45,100.00	47,700.00	0.24%	100.00
SICK LEAVE / VACATION BUY BACK	1,355.00							-
CATEGORY TOTAL	2,966,148.75	3,192,498.00	3,411,773.00	3,252,113.00	3,432,457.00	3,448,166.00	1.87%	59,615.00

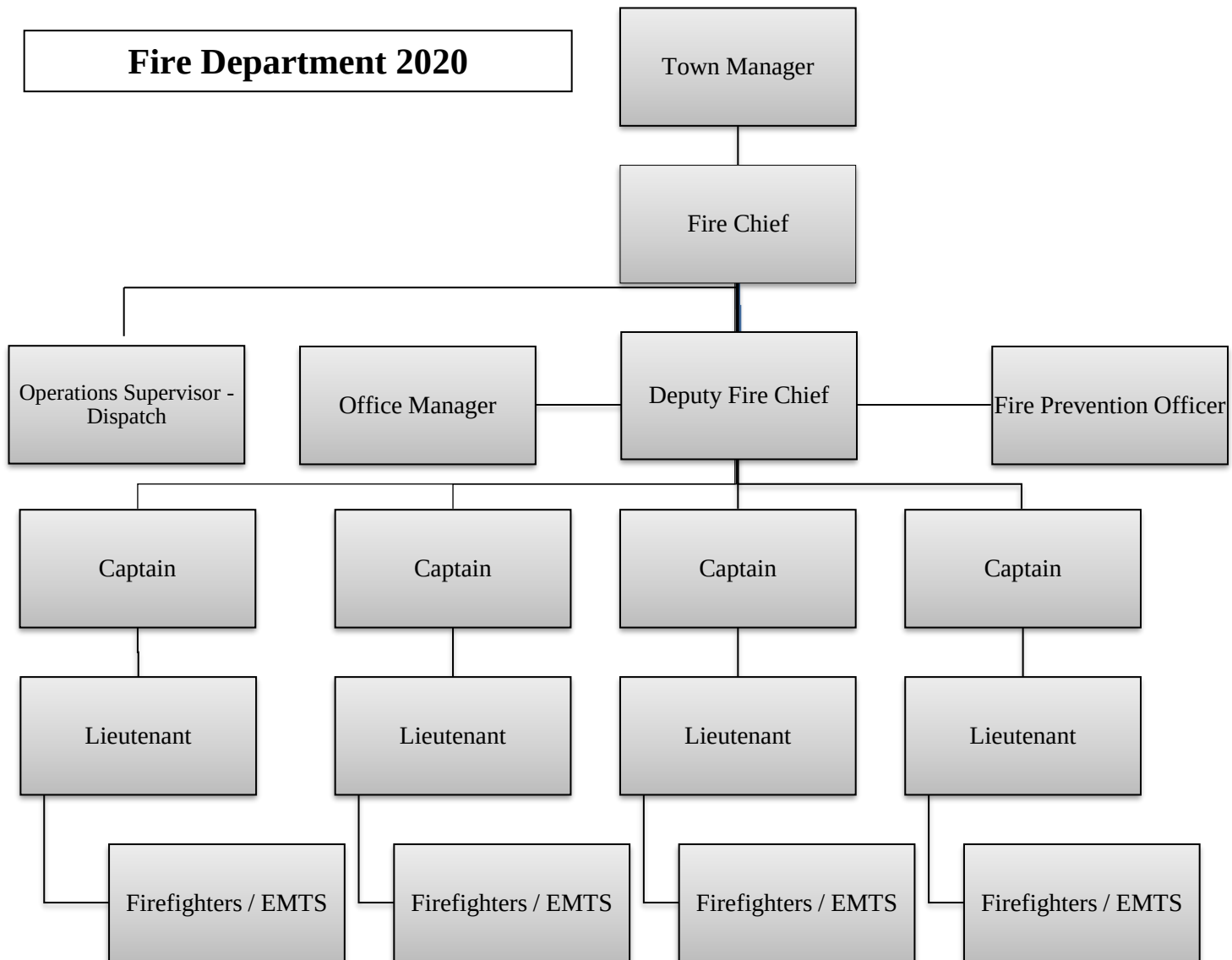
DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
UNIFORM ALLOWANCES	27,059.19	29,600.00	32,900.00	32,900.00	28,675.00	28,675.00	11.15%	3,300.00
ELECTRICITY	18,003.16	16,750.00	32,492.00	32,492.00	33,143.00	33,806.00	93.98%	15,742.00
NATURAL GAS	7,862.78	8,000.00	33,052.00	33,052.00	33,713.00	34,388.00	313.15%	25,052.00
WATER	2,678.66	3,000.00	3,000.00	3,000.00	3,060.00	3,122.00	0.00%	-
SEWER/SEPTIC	800.00	1,250.00	1,500.00	1,500.00	1,530.00	1,561.00	20.00%	250.00
BUILDING MAINTENANCE	14,910.80	18,500.00	21,000.00	18,500.00	21,420.00	21,849.00	0.00%	-
GROUPS MAINTENANCE	684.00	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
VEHICLE MAINTENANCE	22,429.82	34,000.00	34,000.00	28,000.00	34,680.00	35,374.00	-17.65%	(6,000.00)
EQUIPMENT MAINTENANCE	10,573.59	8,000.00	10,000.00	9,500.00	10,200.00	10,404.00	18.75%	1,500.00
COMMUNICATIONS EQUIP	8,060.87	6,400.00	15,820.00	12,820.00	16,137.00	16,460.00	100.31%	6,420.00
TRAINING & DEVELOPMENT	4,360.00		6,200.00	6,200.00	6,324.00	6,451.00		6,200.00
POSTAGE	347.55	400.00	400.00	400.00	408.00	417.00	0.00%	-
ADVERTISING-LEGAL	-	300.00	300.00	300.00	306.00	313.00	0.00%	-
PRINTING SERVICES	-	400.00	400.00	100.00	408.00	417.00	-75.00%	(300.00)
FIRE ALARM PURCHASED SERVICES	31,017.74	32,000.00	35,000.00	32,000.00	35,700.00	36,414.00	0.00%	-
GASOLINE	27,645.55	25,460.00	26,800.00	27,800.00	27,336.00	27,883.00	9.19%	2,340.00
OFFICE SUPPLIES	1,477.97	1,000.00	1,500.00	1,500.00	1,530.00	1,561.00	50.00%	500.00
HARDWARE SUPPLIES	479.37	500.00	500.00	500.00	510.00	521.00	0.00%	-
PROTECTIVE CLOTHING	25,755.54	30,000.00	35,000.00	30,000.00	35,700.00	36,414.00	0.00%	-
BUILDING MAINTENANCE SUPPLIES	-	500.00	1,000.00	1,000.00	1,020.00	1,041.00	100.00%	500.00
CUSTODIAL / CLEANING SUPPLIES	5,139.83	4,000.00	4,500.00	5,000.00	4,590.00	4,682.00	25.00%	1,000.00
VEHICULAR PARTS & ACCESSORIES	31,317.41	25,000.00	26,500.00	26,500.00	27,030.00	27,571.00	6.00%	1,500.00
VEHICULAR TIRES & TUBES	5,908.98	10,000.00	10,000.00	8,000.00	10,200.00	10,404.00	-20.00%	(2,000.00)
BOTTLED WATER	3,404.25	3,500.00	3,500.00	3,500.00	3,570.00	3,642.00	0.00%	-
FIREFIGHTING SUPPLIES	21,720.81	16,500.00	17,000.00	17,000.00	17,340.00	17,687.00	3.03%	500.00
TRAVEL-MILEAGE	1,200.82	750.00	1,000.00	1,000.00	1,020.00	1,041.00	33.33%	250.00
MEETINGS & CONFERENCES	2,514.21	2,800.00	2,800.00	2,800.00	2,856.00	2,914.00	0.00%	-
DUES & MEMBERSHIPS	7,087.65	6,000.00	6,500.00	6,500.00	6,630.00	6,763.00	8.33%	500.00
ENCUMBRANCES								-
CATEGORY TOTAL	282,440.55	286,110.00	364,164.00	343,364.00	366,566.00	373,336.00	20.01%	57,254.00
DEPARTMENT TOTAL	3,248,589.30	3,478,608.00	3,775,937.00	3,595,477.00	3,799,023.00	3,821,502.00	3.36%	116,869.00

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. On November 1, 2018 we moved into the new Center Station on Boston Road. The normal staffing per 24-hour shift consists of 1 Captain, 1 Lieutenant, and 7 Firefighter/EMTs or Paramedics. We try to maintain a minimum of at least 2 Paramedics around the clock. 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 Stipend	Education	Holiday Pay	Total
Fire Chief	1.0	EXEM	145,733.00	2,600.00	3,644.00	17,673.00	6,675.00	176,325.00
Deputy Fire Chief	1.0	EXEM	102,369.00	2,600.00	2,559.00	15,871.00		123,399.00
Fire Prevention Officer	1.0	IAFF	84,532.00	1,600.00		3,475.00	3,549.00	93,156.00
Captain	4.0	IAFF	355,034.00	9,400.00		37,409.00	14,906.00	416,749.00
Lieutenant	4.0	IAFF	318,060.00	5,400.00		28,501.00	13,354.00	365,315.00
FF/ Medic / EMT	22.0	IAFF	1,438,718.00	19,550.00		74,866.00	60,344.00	1,593,478.00
Call Firefighters			5,000.00	500.00				5,500.00
Office Manager	1.0	OPEIU	63,579.00	850.00				64,429.00
Overtime			350,000.00					350,000.00
Holiday Overtime			43,462.00					43,462.00
Training Wages			20,300.00					20,300.00
Total Personal Services	34.0		2,926,787.00	42,500.00	6,203.00	177,795.00	98,828.00	3,252,113.00



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:

- Continue to provide quality customer service
- Maintain and update the Building Department website
- Use tablets for real time field inspections
- Train new employees in the department
- Update the Policy & Procedure Manual for the Building Department

Description of Changes:

- Added a part-time Zoning Enforcement Officer at the October 16, 2017 Special Town Meeting
- Hired a new full-time Assistant Building Inspector who started in April of 2018, which was previously two separate part-time positions
- Due to retirement, hired and trained a new Records Supervisor II

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
BUILDING COMMISSIONER	87,979.32	89,299.00	91,085.00	91,085.00	91,085.00	91,085.00	2.00%	1,786.00
ASST BUILDING INSPECTOR	52,583.42	75,664.00	78,235.00	78,235.00	78,235.00	78,235.00	3.40%	2,571.00
WIRING INSPECTOR	44,815.10	45,314.00	47,137.00	47,137.00	47,137.00	47,137.00	4.02%	1,823.00
WIRING INSPECTOR COVERAGE	-	3,137.00	3,184.00	3,184.00	3,184.00	3,184.00	1.50%	47.00
GAS & PLUMBING INSPECTOR	41,856.90	50,981.00	53,658.00	53,658.00	53,658.00	53,658.00	5.25%	2,677.00
ZONING ENFORCEMENT INSPECTOR	4,117.63	26,044.00	26,964.00	26,964.00	26,964.00	26,964.00	3.53%	920.00
RECORDS SUPERVISOR II	61,525.38	63,668.00	52,152.00	52,152.00	53,538.00	55,143.00	-18.09%	(11,516.00)
ADD'L ADMIN SUPPORT			24,710.00	-	25,461.00	26,222.00		-
INTERN/DMS SUPPORT	4,429.36	5,100.00	8,466.00	8,466.00	8,466.00	8,466.00	66.00%	3,366.00
LONGEVITY	3,187.00	3,676.00	1,917.00	1,917.00	2,167.00	2,167.00	-47.85%	(1,759.00)
TRAVEL - MILEAGE	4,080.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
CATEGORY TOTAL	304,574.11	367,383.00	392,008.00	367,298.00	394,395.00	396,761.00	-0.02%	(85.00)
EXPENSES								
UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
VEHICLE MAINTENANCE	222.03	1,200.00	2,500.00	2,000.00	2,500.00	2,000.00	66.67%	800.00
TRAINING & DEVELOPMENT	2,000.00	1,000.00	3,465.00	3,465.00	1,500.00	1,500.00	246.50%	2,465.00
PRINTING SERVICES	225.00	300.00	300.00	300.00	300.00	300.00	0.00%	-
MICROFILMING SERVICE (ARCHIVING)	-	4,000.00	4,200.00	4,200.00	4,200.00	4,200.00	5.00%	200.00
GASOLINE	546.94	500.00	650.00	650.00	650.00	650.00	30.00%	150.00
OFFICE SUPPLIES	858.68	325.00	400.00	400.00	400.00	400.00	23.08%	75.00
BOOKS & SUBSCRIPTIONS	734.19	750.00	750.00	750.00	750.00	1,200.00	0.00%	-
TRAVEL - MILEAGE	4,389.61	6,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-16.67%	(1,000.00)
MEETINGS & CONFERENCES	950.00	1,600.00	1,500.00	1,500.00	1,500.00	1,500.00	-6.25%	(100.00)
DUES AND MEMBERSHIPS	745.00	700.00	900.00	900.00	775.00	775.00	28.57%	200.00
ENCUMBRANCES	4,043.00							-
CATEGORY TOTAL	14,714.45	16,675.00	19,965.00	19,465.00	17,875.00	17,825.00	16.73%	2,790.00
DEPARTMENT TOTAL	319,288.56	384,058.00	411,973.00	386,763.00	412,270.00	414,586.00	0.70%	2,705.00

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.)

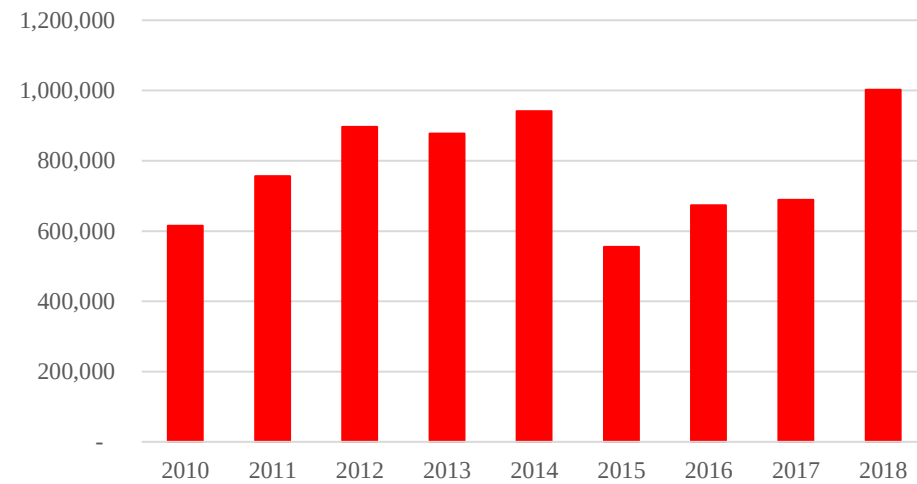
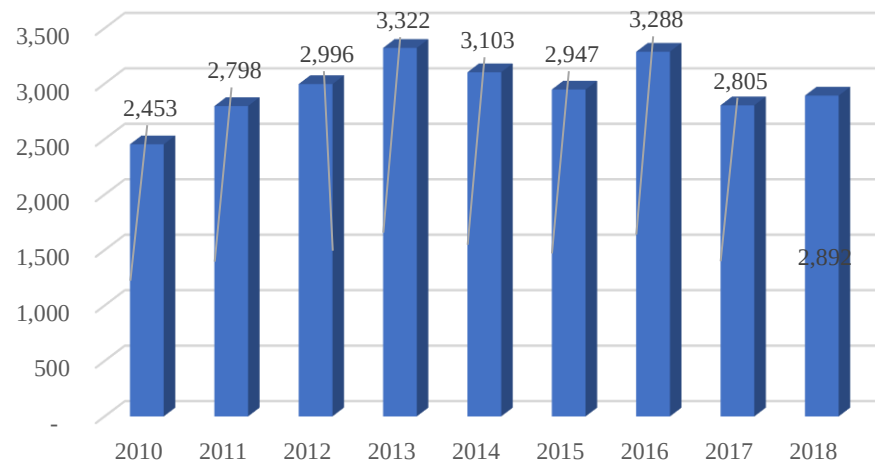
- h) Litigation support to Town Counsel
- i) Departmental accounting
- j) Compliance with public records law.
- k) Annual inspections of Public Assembly buildings
- l) Project reviews with property owners, tenants, etc.

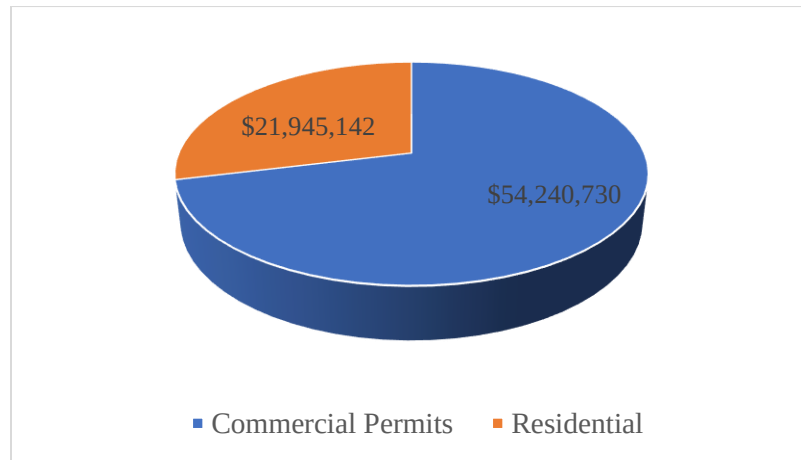
2) Value Added

- a) Online permitting
- b) Scanning and indexing documents to DMS
- c) Fee structure / fee waiver policy
- d) Tracking of permits for approvals from other departments

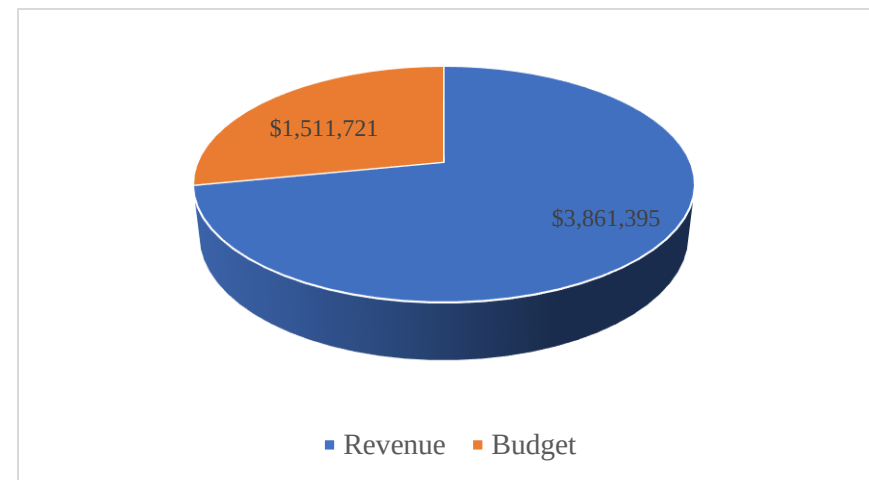
Personnel:

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Building Commissioner	1.0	EXEM	91,085.00	850.00		91,935.00
Assistant Building Inspector	1.0	OPEIU	78,235.00			78,235.00
Records Supervisor II	1.0	CWA	52,152.00			52,152.00
Wiring Inspector	0.7	NON	47,137.00	1,067.00	3,184.00	51,388.00
Plumbing Inspector	0.7	NON	53,658.00			53,658.00
Zoning Enforcement Officer	0.4	NON	26,964.00			26,964.00
Intern		NON	8,466.00			8,466.00
Travel - Mileage			4,500.00			4,500.00
Total Personal Services	4.8		362,197.00	1,917.00	3,184.00	367,298.00

Other Metrics:**Total Fees Generated from FY10 to FY18****Number of Permits Issued: FY10 to FY18**

Estimated Value of Work done in FY 2018: \$76,185,872**Actual Expenses and Revenues**

Year	Expense	Revenue
2014	\$282,939	\$941,659
2015	\$292,760	\$555,050
2016	\$316,903	\$673,532
2017	\$303,874	\$688,790
2018	\$315,245	\$1,002,364
Total	\$1,511,721	\$3,861,395

The 5-Year Expense to Revenue Comparison

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ 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 FY20 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 FY18 column in the table below represents all of the annual inspections that were conducted by the sealer during calendar year 2017. Electronic checkout inspections occur every other year and 2017 was a year with an inspection.

Program Metrics	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018
Scale Inspections (Various sizes)	76	84	66	113	137
Fuel Meter Inspections	125	126	126	123	200
Electronic Checkout Scanner Inspections	8	0	0	48	0
Complaints Investigated	2	0	0	0	0
Revenue Collected	\$6,050	\$5,350	\$4,075	\$6,900	\$6,965

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 personal services budget is increased by the non-union COLA amount, and the expense budget is reduced by \$500 for FY20.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
CO-DIRECTOR	4,328.00	4,392.00	4,480.00	4,480.00	4,480.00	4,480.00	2.00%	88.00
CO-DIRECTOR	4,328.00	4,392.00	4,480.00	4,480.00	4,480.00	4,480.00	2.00%	88.00
CATEGORY TOTAL	8,656.00	8,784.00	8,960.00	8,960.00	8,960.00	8,960.00	2.00%	176.00
EXPENSES								
CLOTHING ALLOWANCE	99.47	-	-		-	-		
VEHICLE MAINTENANCE	923.42	500.00	500.00	500.00	500.00	500.00	0.00%	-
EQUIPMENT MAINTENANCE	905.00	350.00	350.00	350.00	350.00	350.00	0.00%	-
COMMUNICATIONS EQUIP MAINT	1,546.41	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	0.00%	-
POSTAGE		100.00	100.00	100.00	100.00	100.00	0.00%	-
GASOLINE	9.34							-
CUSTODIAL / CLEANING SUPPLIES								-
VEHICULAR PARTS & ACCESSORIES	360.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
OTHER PUBLIC SAFETY SUPPLIES	547.58	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%	-
ADDITIONAL EQUIPMENT								-
CATEGORY TOTAL	4,391.22	4,400.00	4,400.00	4,400.00	4,400.00	4,400.00	0.00%	-
DEPARTMENT TOTAL	13,047.22	13,184.00	13,360.00	13,360.00	13,360.00	13,360.00	1.33%	176.00

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 Continuity 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	4,480.00	4,480.00
Co-Director		NON	4,480.00	4,480.00
Total Personal Services	0.0		8,960.00	8,960.00

**Emergency Management
2020**

Town Manager

Emergency
Management Co-
Director (2)

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:

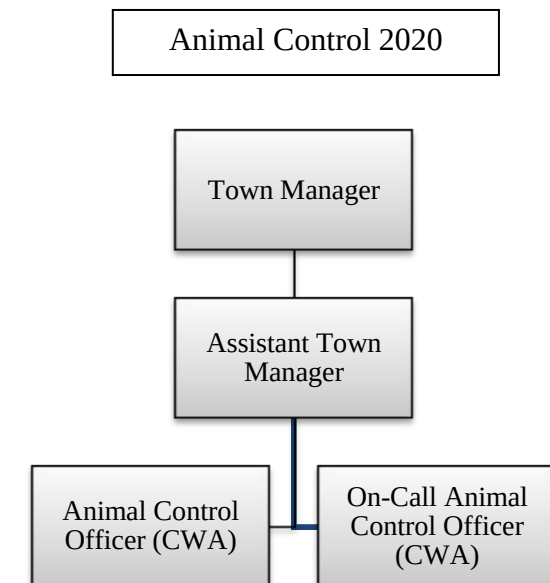
- Continue our commitment to customer service and help residents address animal control related issues
- Secure a pickup truck to provide a safe means for transporting diseased animals and responding to calls
- Establish agreement with surrounding community for housing animals, when required

Description of Changes:

The FY20 personnel budget was increased by \$511 to salary for the new Animal Control Officer. The vacation and sick time coverage was reduced in FY20 to reflect the actual amount used in FY18.

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.



DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
ANIMAL CONTROL OFFICER	53,884.69	55,625.00	58,236.00	58,236.00	58,236.00	58,236.00	4.69%	2,611.00
VACATION / SICK / EMERG.OVERTIME	3,054.92	5,000.00	6,000.00	4,000.00	6,000.00	6,000.00	-20.00%	(1,000.00)
LONGEVITY	1,100.00	1,100.00					-100.00%	(1,100.00)
CATEGORY TOTAL	58,039.61	61,725.00	64,236.00	62,236.00	64,236.00	64,236.00	0.83%	511.00
EXPENSES								
UNIFORM ALLOWANCES	-	470.00	670.00	670.00	670.00	670.00	42.55%	200.00
ELECTRICITY	899.62	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
WATER / SEWER	77.12	80.00	100.00	100.00	100.00	100.00	25.00%	20.00
KENNEL MAINTENANCE	-	500.00	4,000.00	2,000.00	4,000.00	4,000.00	300.00%	1,500.00
VEHICLE MAINTENANCE	418.67	700.00	1,000.00	1,000.00	1,000.00	1,000.00	42.86%	300.00
GASOLINE	131.66	300.00	500.00	500.00	500.00	500.00	66.67%	200.00
OFFICE SUPPLIES			500.00	500.00	500.00	500.00		500.00
CUSTODIAL / CLEANING SUPPLIES			250.00	250.00	250.00	250.00		250.00
VETERINARY SERVICES	500.00		500.00	500.00	500.00	500.00		500.00
ANIMAL CONTROL SUPPLIES	-	250.00	1,000.00	1,000.00	1,000.00	1,000.00	300.00%	750.00
MEETINGS & CONFERENCES			200.00	200.00	200.00	200.00		200.00
DUES AND MEMBERSHIPS			80.00	80.00	80.00	80.00		80.00
ENCUMBRANCES	225.00							-
CATEGORY TOTAL	2,252.07	3,300.00	9,800.00	7,800.00	9,800.00	9,800.00	136.36%	4,500.00
DEPARTMENT TOTAL	60,291.68	65,025.00	74,036.00	70,036.00	74,036.00	74,036.00	7.71%	5,011.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officer	1.0	CWA	58,236.00	-	58,236.00
Vacation / Sick / Emerg. OT			4,000.00		4,000.00
Total Personal Services	1.0		62,236.00	-	62,236.00

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TREE WARDEN	2,144.00	2,176.00	2,220.00	2,220.00	2,220.00	2,220.00	2.02%	44.00
CATEGORY TOTAL	2,144.00	2,176.00	2,220.00	2,220.00	2,220.00	2,220.00	2.02%	44.00
EXPENSES								
CONTRACTED SERVICES	34,995.38	35,000.00	50,000.00	35,000.00	50,000.00	50,000.00	0.00%	-
TOWN FOREST MGMT EXPENSES								-
ENCUMBRANCES								-
CATEGORY TOTAL	34,995.38	35,000.00	50,000.00	35,000.00	50,000.00	50,000.00	0.00%	-
DEPARTMENT TOTAL	37,139.38	37,176.00	52,220.00	37,220.00	52,220.00	52,220.00	0.12%	44.00

Description of Changes:

The amount allocated in the contracted services continues to be funded at \$35,000 due to budgetary constraints.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,220.00		2,220.00
Total Personal Services	0.0		2,220.00	-	2,220.00

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
OPERATING BUDGET	55,608,556.14	57,997,394.00	59,592,322.00	59,447,329.00	61,321,108.00	62,854,136.00	2.50%	1,449,935.00
ENCUMBRANCES	740,640.44							
DEPARTMENT TOTAL	56,349,196.58	57,997,394.00	59,592,322.00	59,447,329.00	61,321,108.00	62,854,136.00	2.50%	1,449,935.00

310 Nashoba Valley Technical High School

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
NASHOBA TECH ASSESSMENT	706,472.00	828,888.00	849,610.00	849,610.00	870,850.00	886,090.00	2.50%	20,722.00
DEPARTMENT TOTAL	706,472.00	828,888.00	849,610.00	849,610.00	870,850.00	886,090.00	2.50%	20,722.00

Description of Changes:

The placeholder for the FY20 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 MassDOT with the Dunstable Road at Groton Road Intersection Improvement Project scheduled for construction in 2019.
- Work with Pedestrian Safety Committee to update prioritization plan and pursue State funding for Complete Streets Projects.
- Complete construction of Oak Hill Road & Route 40 (Groton Road) intersection project.
- Implement Stormwater Management Master Plan recommendations for developing a stormwater fee.
- Continue to assist in the coordination of public works projects with the Highway Department and the Water Department.
- Complete design for Boston Road Reconstruction Project, including drainage and water distribution improvements and pedestrian and bicycle safety improvements between the Town Center and Blake's Hill Road.
- Complete design for the Beaver Brook Bridge Improvement Project at Beaver Brook Road.
- Upgrade traffic signal at Tyngsboro Road and Groton Road to reduce congestion and improve operations.
- Continue to assist the Highway Department with operating and implementing a pavement management program.

Description of Changes:

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

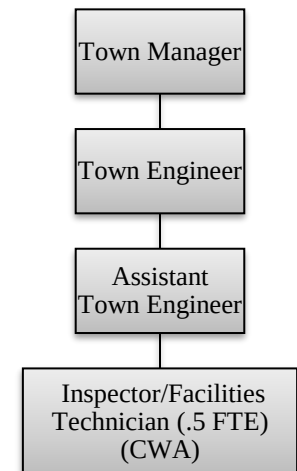
Programs & Services:

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
TOWN ENGINEER	104,365.01	108,050.00	110,211.00	110,211.00	110,211.00	110,211.00	2.00%	2,161.00
ASST TOWN ENGINEER	89,372.40	92,529.00	94,378.00	94,378.00	94,378.00	94,378.00	2.00%	1,849.00
PROJECT INSPECTOR - FACILITIES TECH	38,391.67	39,118.00	39,118.00	39,118.00	39,118.00	39,118.00	0.00%	-
LONGEVITY	1,875.00	1,875.00	2,375.00	2,375.00	2,375.00	2,375.00	26.67%	500.00
CATEGORY TOTAL	234,004.08	241,572.00	246,082.00	246,082.00	246,082.00	246,082.00	1.87%	4,510.00
EXPENSES								
SPECIAL DETAILS	468.00	560.00	560.00	560.00	560.00	560.00	0.00%	-
EQUIPMENT MAINTENANCE		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENGINEERING SERVICES	900.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
ADVERTISING		250.00	250.00	250.00	250.00	250.00	0.00%	-
GASOLINE								-
OFFICE SUPPLIES	503.79	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		200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES		2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
DUES AND MEMBERSHIPS	1,551.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
EQUIPMENT	215.31	500.00	500.00	500.00	500.00	500.00	0.00%	-
ENCUMBRANCES	3,975.00							-
CATEGORY TOTAL	7,613.10	8,910.00	8,910.00	8,910.00	8,910.00	8,910.00	0.00%	-
DEPARTMENT TOTAL	241,617.18	250,482.00	254,992.00	254,992.00	254,992.00	254,992.00	1.80%	4,510.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Engineer	1.0	NON	110,211.00	1,100.00	111,311.00
Assistant Town Engineer	1.0	NON	94,378.00	850.00	95,228.00
Engineering Inspector	0.5	CWA	39,118.00	425.00	39,543.00
Total Personal Services	2.5		243,707.00	2,375.00	246,082.00

Town Engineer 2020

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:

- To support the Town Manager in streamlining and simplifying of Highway Operations and functions to ensure the best use of staff, reduce costs and increase efficiencies, while maintaining the quality of service to the public.
- To work with the Pedestrian Safety Committee, Police, Fire, Engineering, Board of Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.
- 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 for seven shared employees, and the 491 Cemetery and 650 Parks & Grounds budget funds the remaining 30.2 weeks. The WPWA agreement is not reflected in the FY20 budget as their agreement expires on June 30, 2019. The Highway Superintendent requested three additional heavy equipment operators, with one position to be shared with the Parks Department. However, due to budget constraints, the request was not recommended by the Town Manager. The overall expense line item reduced by \$10,100, with the greatest reduction charged to special details to better reflect the FY18 actual expense.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
HIGHWAY SUPERINTENDENT	107,076.83	110,858.00	113,074.00	113,074.00	113,074.00	113,074.00	2.00%	2,216.00
OFFICE MANAGER	62,160.87	63,337.00	63,579.00	63,579.00	63,337.00	63,337.00	0.38%	242.00
ADMINISTRATIVE ASSISTANT	50,134.77	52,638.00	52,839.00	52,839.00	52,638.00	52,638.00	0.38%	201.00
CREW SUPERVISORS	152,922.53	155,978.00	156,472.00	156,472.00	155,978.00	155,978.00	0.32%	494.00
OPERATIONS SUPERVISOR	78,894.40	80,388.00	80,696.00	80,696.00	80,388.00	80,388.00	0.38%	308.00
MECHANICS SUPERVISOR	7,987.22	70,011.00	70,279.00	70,279.00	70,011.00	70,011.00	0.38%	268.00
PARKS SUPERVISOR	29,066.45	29,507.00	29,507.00	29,507.00	29,507.00	29,507.00	0.00%	-
CEMETERY SUPERVISOR	26,743.20	27,148.00	27,148.00	27,148.00	27,148.00	27,148.00	0.00%	-
MECHANIC	104,526.40	61,847.00	55,146.00	55,146.00	56,585.00	58,297.00	-10.83%	(6,701.00)
EQUIPMENT OPERATORS / LABORERS	610,861.29	700,752.00	818,900.00	702,143.00	824,367.00	830,880.00	0.20%	1,391.00
SEASONAL STAFF	14,964.44	20,000.00	31,032.00	20,000.00	31,032.00	31,032.00	0.00%	-
OVERTIME - WEEKEND CALL	33,594.08	36,673.00	37,223.00	37,223.00	37,223.00	37,223.00	1.50%	550.00
OTHER OVERTIME	48,111.98	32,000.00	21,013.00	32,000.00	21,013.00	21,013.00	0.00%	-
DEPARTMENTAL STIPENDS	42,365.00	56,990.00	58,540.00	58,440.00	58,540.00	58,540.00	2.54%	1,450.00
LONGEVITY	20,024.25	22,375.00	22,625.00	22,625.00	22,875.00	26,225.00	1.12%	250.00
INCEN/SICK LEAVE/VACATION BUYBACK	2,792.00							-
CATEGORY TOTAL	1,392,225.71	1,520,502.00	1,638,073.00	1,521,171.00	1,643,716.00	1,655,291.00	0.04%	669.00

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
SPECIAL DETAILS	48,145.69	65,000.00	65,000.00	55,000.00	65,000.00	65,000.00	-15.38%	(10,000.00)
UNIFORM ALLOWANCES	18,257.56	21,000.00	22,750.00	21,000.00	22,750.00	22,750.00	0.00%	-
ELECTRICITY	31,960.47	31,000.00	31,000.00	32,500.00	31,000.00	31,000.00	4.84%	1,500.00
NATURAL GAS	26,161.88	26,000.00	26,000.00	26,500.00	26,000.00	26,000.00	1.92%	500.00
WATER	3,191.36	2,800.00	2,800.00	3,200.00	2,800.00	2,800.00	14.29%	400.00
BUILDING MAINTENANCE	32,501.81	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	0.00%	-
ROAD MAINTENANCE	47,686.42	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	0.00%	-
VEHICLE MAINTENANCE	208,913.26	178,635.00	178,635.00	178,635.00	178,635.00	178,635.00	0.00%	-
EQUIPMENT MAINTENANCE	39,086.94	55,500.00	55,500.00	55,500.00	55,500.00	55,500.00	0.00%	-
PHONE ALLOWANCE	4,591.59	5,400.00	6,300.00	5,400.00	6,300.00	6,300.00	0.00%	-
COMMUNICATIONS EQUIPMENT MAINT	1,968.23	5,500.00	5,500.00	3,000.00	5,500.00	5,500.00	-45.45%	(2,500.00)
BLD MAINT SVCS - HVAC	11,443.12	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
BLD MAINT SVCS - ELEVATOR	1,430.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%	-
BLD MAINT SVCS - FIRE/ALARM	1,447.45	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DRAINAGE MAINTENANCE	23,499.67	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%	-
SIDEWALK MAINTENANCE	9,449.50	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
TRAFFIC LINES / CROSSWALK MAINTEN	4,543.96	34,500.00	34,500.00	34,500.00	34,500.00	34,500.00	0.00%	-
SIGNAL MAINTENANCE	8,951.72	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
BRUSH CHIPPING SERVICES	2,283.05	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DAM REPAIR	1,396.50	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
DRUG AND ALCOHOL TESTING	890.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAINING & DEVELOPMENT	3,994.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
CONTRACTED SERVICES	12,724.95	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
ADVERTISING	371.20	800.00	800.00	800.00	800.00	800.00	0.00%	-
DIESEL FUEL	34,050.13	44,000.00	44,000.00	44,000.00	44,000.00	44,000.00	0.00%	-
OFFICE SUPPLIES	2,257.78	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
SIGNS / POSTS SUPPLIES	5,902.88	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%	-
RESURFACE MATERIAL	39,220.73	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%	-
OTHER PUBLIC WORKS SUPPLIES	3,394.75	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
MEETINGS & CONFERENCES	2,925.68	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
DUES AND MEMBERSHIPS	387.50	443.00	443.00	443.00	443.00	443.00	0.00%	-
ENCUMBRANCES	37,191.00							-
CATEGORY TOTAL	670,220.78	731,178.00	733,828.00	721,078.00	733,828.00	733,828.00	-1.38%	(10,100.00)
DEPARTMENT TOTAL	2,062,446.49	2,251,680.00	2,371,901.00	2,242,249.00	2,377,544.00	2,389,119.00	-0.42%	(9,431.00)

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 nine town owned bridges and three 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.

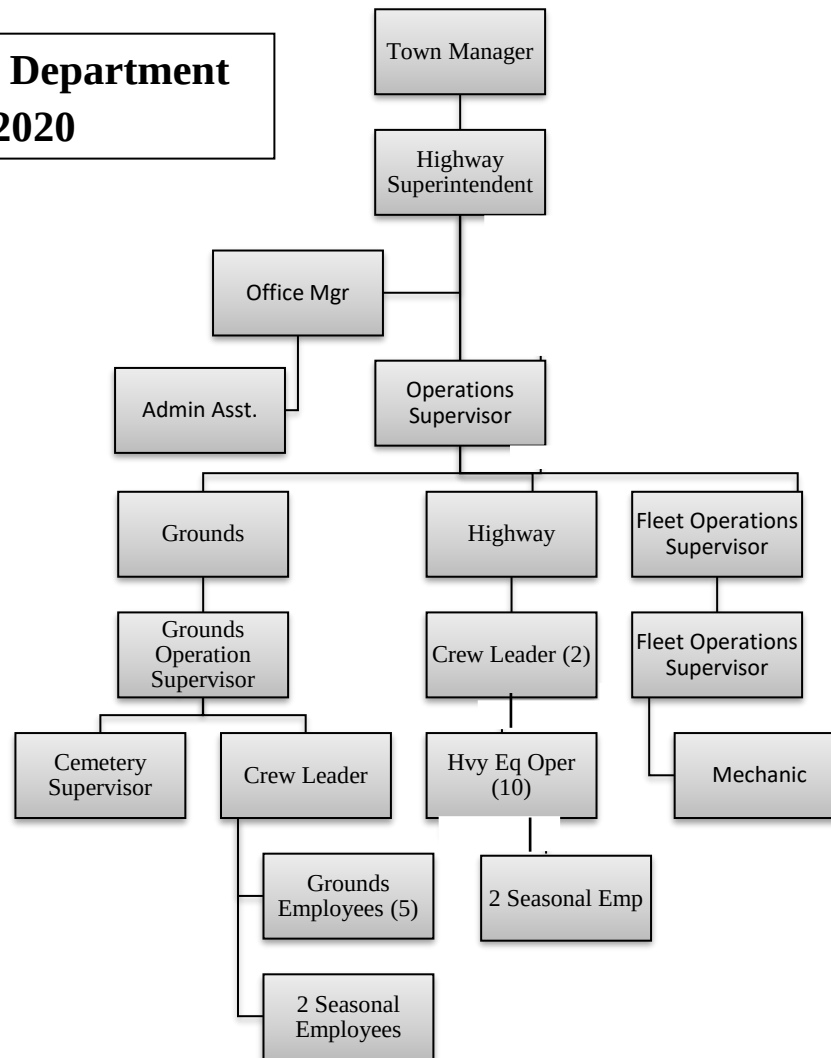
Additional Information:

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, 6 employees for Parks & Grounds and 2 employees 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	113,074.00	2,100.00		115,174.00
Office Manager	1.0	OPEIU	63,579.00	2,600.00		66,179.00
Administrative Assistant	1.0	CWA	52,839.00	600.00		53,439.00
Crew Supervisor	2.4	WPWA	156,472.00	5,000.00		161,472.00
Operations Supervisor	1.0	WPWA	80,696.00	2,600.00		83,296.00
Mechanics Supervisor	1.0	WPWA	70,279.00	850.00		71,129.00
Parks Supervisor	0.4	WPWA	29,507.00	1,300.00		30,807.00
Cemetery Supervisor	0.4	WPWA	27,148.00	1,050.00		28,198.00
Mechanic	1.0	WPWA	55,146.00			55,146.00
Equipment Operators	12.1	WPWA	702,143.00	6,525.00		708,668.00
Seasonal Staff/OT			20,000.00			20,000.00
Weekend Call			37,223.00			37,223.00
Other Overtime			32,000.00			32,000.00
Departmental Stipends					58,440.00	58,440.00
Total Personal Services	21.3		1,440,106.00	22,625.00	58,440.00	1,521,171.00

**Highway Department
2020**

7 Highway workers are assigned to Parks & Grounds and Cemetery seasonally.

423 Snow & Ice

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
EMERGENCY OVERTIME	306,977.10	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
CATEGORY TOTAL	306,977.10	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
EXPENSES								
EQUIPMENT MAINTENANCE	16,747.51							
CONTRACTED SNOW REMOVAL	154,377.02	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%	-
GASOLINE	25,922.63	21,820.00	21,820.00	21,820.00	21,820.00	21,820.00	0.00%	-
PLOW BLADES	15,803.26							-
SAND AND SALT	264,790.91	201,090.00	201,090.00	201,090.00	201,090.00	201,090.00	0.00%	-
SUPPLEMENTAL EXPS	-							-
CATEGORY TOTAL	477,641.33	324,000.00	324,000.00	324,000.00	324,000.00	324,000.00	0.00%	-
DEPARTMENT TOTAL	784,618.43	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 2017, the Town appropriated an additional \$400,000 in free cash at the March 2017 Annual Town Meeting to fund the excess expenditures. In FY18 and FY19, we currently have an additional \$400,000 earmarked in free cash to fund any deficit that occurs. The Department of Revenue recommended that we no longer pay for equipment maintenance or plow blades from the snow & ice budget, so \$50,000 has been earmarked in the 421 Highway Department Budget to cover those costs.

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

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
ELECTRICITY STREET LIGHTS	115,536.05	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
STREET LIGHT MAINTENANCE	7,092.05	14,500.00	14,500.00	14,500.00	14,500.00	14,500.00	0.00%	-
BILL OF PRIOR YEAR								-
ENCUMBRANCES								-
CATEGORY TOTAL	122,628.10	114,500.00	114,500.00	114,500.00	114,500.00	114,500.00	0.00%	-
DEPARTMENT TOTAL	122,628.10	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 FY20 budget.

Programs & Services:

In FY18, Town Meeting authorized funding to purchase approximately 1,140 street light fixtures from National Grid. The town applied for and received two state grants in the amount of \$340,755 to assist with the retrofitting of all streetlights in town to LED fixtures. The new street lights are to be installed between December 2018 and January 2019. The town will be assuming maintenance responsibilities for the new street lights and will be contracting with a vendor for maintenance services upon completion of the installation of the new fixtures.

427 Stormwater Management

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
STREET WASTE DISPOSAL SERV	7,721.25	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	17,058.50	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
SYSTEM UPGRADE SERVICES	14,365.88	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
ENCUMBRANCES	4,020.00							-
CATEGORY TOTAL	43,165.63	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%	-
DEPARTMENT TOTAL	43,165.63	48,000.00	48,000.00	48,000.00	48,000.00	48,000.00	0.00%	-
HIGHWAY DEPARTMENT TOTAL	3,012,858.65	2,814,180.00	2,934,401.00	2,804,749.00	2,940,044.00	2,951,619.00	-0.34%	(9,431.00)

Description of Changes:

The Stormwater Management budget is level funded from Fiscal Year 2020.

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
CURBSIDE COLLECTION-RECYCLING	437,750.04	450,890.00	464,420.00	464,420.00	478,360.00	492,711.00	3.00%	13,530.00
DISPOSAL SERVICES	78,938.81	120,000.00	120,000.00	120,000.00	120,000.00	120,000.00	0.00%	-
FUEL SURCHARGE/CREDIT	8,905.14	6,000.00	10,000.00	10,000.00	10,000.00	10,000.00	66.67%	4,000.00
HAZARDOUS WASTE DISPOSAL		12,000.00					-100.00%	(12,000.00)
FORMS-PRINTING	1,470.48		2,600.00	2,600.00	2,600.00	2,600.00		2,600.00
ENCUMBRANCES								-
CATEGORY TOTAL	527,064.47	588,890.00	597,020.00	597,020.00	610,960.00	625,311.00	1.38%	8,130.00
DEPARTMENT TOTAL	527,064.47	588,890.00	597,020.00	597,020.00	610,960.00	625,311.00	1.38%	8,130.00

Description of Changes:

Recycling tonnage decreased by 93.4 tons or 3.4% in FY2018 vs FY2017. 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 FY20 is expected to be \$120,000. 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 continues to be unfavorable. In October of 2018, Special Town Meeting approved an \$80,000 supplemental to the Disposal Services line item. 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

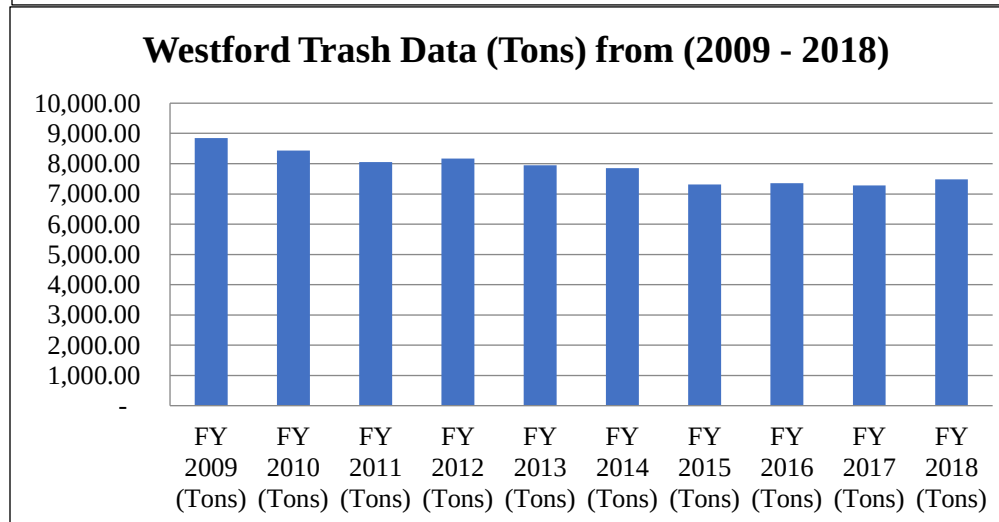
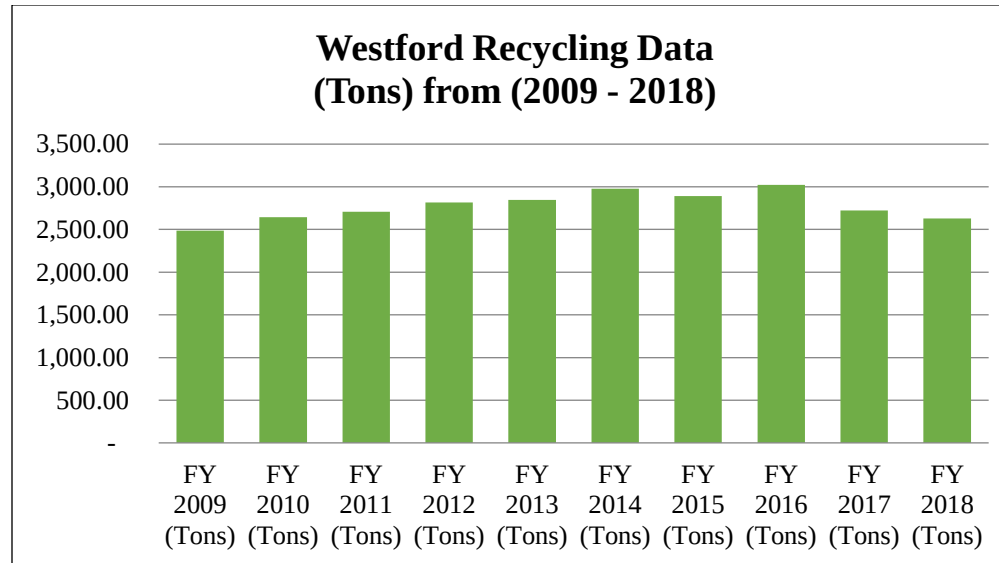
Fiscal Year 2018 Activity			
	Income	Expenses	
<u>Beginning Balance</u>			\$ 12,730
64 gallon toters	\$ 7,115	(\$ 5,049)	
Compost bins	990	(1,720)	
Brush chipping*	450	0	
NE Clothes Recycling	1,150	0	
Household hazardous waste	0	0	
Insert for tax bills	0	(15)	
RECYCLE stickers		(282)	
Totals	\$ 9,705	(\$7,066)	
Balance June 30, 2017			\$15,369

*To be transferred to the Highway Department.

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 <https://www.westfordma.gov/408/Recycling-Commission> for a schedule of events.

Capturing the Savings: Westford had an increase of 205 tons of trash in FY 2018, a 2.8% increase, resulting in an incremental cost of \$14,350 compared to the previous year. Recycling tonnage decreased by 93.4 tons or 3.4% 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

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
CURBSIDE COLLECTION-SOLID WASTE	633,968.70	660,463.00	667,500.00	667,500.00	688,000.00	722,400.00	1.07%	7,037.00
NESWC FEES	522,686.70	549,875.00	561,500.00	561,500.00	592,000.00	614,300.00	2.11%	11,625.00
LANDFILL MONITORING	8,611.85	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
SUPPLIES								-
ENCUMBRANCES	953.80							-
CATEGORY TOTAL	1,166,221.05	1,220,338.00	1,239,000.00	1,239,000.00	1,290,000.00	1,346,700.00	1.53%	18,662.00
DEPARTMENT TOTAL	1,166,221.05	1,220,338.00	1,239,000.00	1,239,000.00	1,290,000.00	1,346,700.00	1.53%	18,662.00

Description of Changes:

In 2013, Westford joined with seven other communities (Bedford, Burlington, Chelmsford, Dracut, North Reading, Tewksbury, and Tyngsboro) to negotiate a reduced waste disposal tipping fee. In FY19, the tipping fee will increase from \$70.00 per ton to \$70.70 per ton. On July 1, 2019 and July 1, 2020, the tipping fee shall be subject to an increase over the previous contract year's tipping fee by a percentage positive increase, if any, in the Consumer Price Index, for All Urban Consumers Boston-Brockton-Nashua, MA-NH-ME-CT All Items ("CPI-U"), published by the U.S. Department of Labor, Bureau of Statistics from the preceding year. The percentage change in the CPI-U shall be calculated using the change from November of the current year compared to November of the prior year, but not to exceed 3.75% per year.

Westford had an increase of 205 tons of trash in FY2018 compared to the previous year. This is a 2.8% increase in trash during this period which resulted in an additional tipping fee expense of \$14,350.

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 FY18	
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
Fiscal Year 2017	7,280 tons
Fiscal Year 2018	7,485 tons

442 Wastewater Treatment Management

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
CENTER SEWER SYSTEM MAINTENANC	1,251.48	6,000.00	6,000.00	4,000.00	6,000.00	6,000.00	-33.33%	(2,000.00)
ABBOT REPAIRS & SERVICES	7,458.32	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
ABBOT BUILDING MAINTENANCE SVCS	3,055.10	3,273.00	3,436.00	3,436.00	3,608.00	3,730.00	4.98%	163.00
ABBOT SLUDGE PUMPING & REMOVAL	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
ABBOT MONITORING / TESTING SERVIC	3,675.23	3,938.00	4,134.00	4,134.00	4,341.00	4,558.00	4.98%	196.00
ABBOT CONTRACTED SERVICES	24,822.11	26,591.00	27,920.00	27,920.00	29,316.00	30,782.00	5.00%	1,329.00
ABBOT SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
BLANCHARD REPAIRS & SERVICES	7,836.48	15,000.00	15,000.00	12,500.00	15,000.00	15,000.00	-16.67%	(2,500.00)
BLANCHARD BUILDING MAINTENANCI	3,055.03	3,273.00	3,436.00	3,436.00	3,608.00	3,788.00	4.98%	163.00
BLANCHARD SLUDGE PUMPING & REM	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
BLANCHARD MONITORING / TESTING SI	4,294.71	4,601.00	4,831.00	4,831.00	5,073.00	5,327.00	5.00%	230.00
BLANCHARD CONTRACTED SERVICES	24,822.11	26,591.00	27,921.00	27,921.00	29,317.00	30,783.00	5.00%	1,330.00
BLANCHARD SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
STONY BROOK REPAIRS & SERVICES	10,265.61	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
STONY BROOK BUILDING MAINTENAN	3,055.03	3,273.00	3,436.00	3,436.00	3,608.00	3,788.00	4.98%	163.00
STONY BROOK SLUDGE PUMPING & RE	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
STONY BROOK MONITORING / TESTING	12,083.01	12,944.00	13,591.00	13,591.00	14,271.00	14,985.00	5.00%	647.00
STONY BROOK CONTRACTED SERVICE	24,822.11	26,591.00	27,921.00	27,921.00	29,317.00	30,783.00	5.00%	1,330.00
STONY BROOK SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
WA REPAIRS & SERVICES	11,605.89	15,000.00	15,000.00	12,500.00	15,000.00	15,000.00	-16.67%	(2,500.00)
WA BUILDING MAINTENANCE SVCS - SI	3,055.03	3,273.00	3,436.00	3,436.00	3,608.00	3,788.00	4.98%	163.00
WA SLUDGE PUMPING & REMOVAL	4,010.82	4,158.00	4,366.00	4,366.00	4,584.00	4,813.00	5.00%	208.00
WA MONITORING / TESTING SERVICES	20,239.86	21,200.00	22,260.00	22,260.00	23,373.00	24,542.00	5.00%	1,060.00
WA CONTRACTED SERVICES	24,822.11	26,591.00	27,921.00	27,921.00	29,317.00	30,783.00	5.00%	1,330.00
WA SEPTIC SUPPLIES	557.03	597.00	627.00	627.00	658.00	691.00	5.03%	30.00
ENCUMBRANCES								-
CATEGORY TOTAL	208,490.62	237,159.00	246,215.00	239,215.00	255,725.00	265,653.00	0.87%	2,056.00
DEPARTMENT TOTAL	208,490.62	237,159.00	246,215.00	239,215.00	255,725.00	265,653.00	0.87%	2,056.00

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 FY20 budget is increasing by 0.87% to fund maintenance and operations contracts.

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:

- Work with the Cemetery Commission on creating a capital improvements plan
- Continue updating historic cemetery records to a user-friendly database
- Finalize plans and begin construction of new grave section
- Prepare cemetery grounds for holiday visits

Description of Changes:

Administrative management and oversight of the Cemetery Department is accomplished by the Director of Parks, Recreation and Cemetery.

Personal Services: The salary of the Director is now captured in the Recreation Enterprise Budget and partially offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

Expenses: Most expense lines remain unchanged from the FY19 budget. For FY20 there is an increase of \$3,000 in equipment maintenance associated with anticipated repairs and maintenance for several major pieces of equipment used in daily operations.

Programs & Services:

The Cemetery Department provides preservation and support for the Town's cemeteries including showing and selling burial lots, grounds keeping including mowing, 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. The Cemetery Supervisor and Heavy Equipment Operator are shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. Their salaries are reflected in both the cemetery and highway budgets. Repairs to vehicles used for both cemetery and highway related events are shared.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	15,514.00							
SENIOR ASSISTANT	7,913.54	14,573.00	15,011.00	15,011.00	15,457.00	15,925.00	3.01%	438.00
CEMETERY SUPERVISOR	36,518.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
EQUIPMENT OPERATORS / LABORERS	-	29,500.00	30,382.00	30,382.00	31,288.00	32,218.00	2.99%	882.00
SEASONAL STAFF	3,261.44	6,400.00	6,400.00	6,400.00	6,000.00	6,400.00	0.00%	-
SEASONAL OVERTIME	3,792.59	4,300.00	4,300.00	4,300.00	4,300.00	4,300.00	0.00%	-
LONGEVITY	800.00	1,050.00	1,050.00	1,050.00	1,050.00	1,050.00	0.00%	-
CATEGORY TOTAL	67,799.57	93,090.00	94,410.00	94,410.00	95,362.00	97,160.00	1.42%	1,320.00
EXPENSES								
ELECTRICITY	653.86	725.00	750.00	750.00	750.00	750.00	3.45%	25.00
PROPANE GAS	2,314.49	2,500.00	2,600.00	2,600.00	2,600.00	2,600.00	4.00%	100.00
WATER	2,451.32	150.00	1,000.00	1,000.00	1,000.00	1,000.00	566.67%	850.00
GROUNDS MAINTENANCE	1,865.31	4,000.00	5,000.00	5,000.00	5,000.00	5,000.00	25.00%	1,000.00
VEHICLE MAINTENANCE		3,000.00	2,000.00	2,000.00	2,000.00	2,000.00	-33.33%	(1,000.00)
CLEANING SUPPLIES			250.00	250.00	250.00	250.00		250.00
EQUIPMENT MAINTENANCE	4,789.31	2,000.00	5,000.00	5,000.00	5,000.00	5,000.00	150.00%	3,000.00
OTHER CONTRACTUAL SERVICES	527.10	1,000.00	750.00	750.00	750.00	750.00	-25.00%	(250.00)
BUILDING LEASE	6,664.00	-						-
ADD'L BULDING EXPENSES - LEASED	150.00	-						-
GASOLINE	4,040.30	4,000.00	4,500.00	4,500.00	4,500.00	4,500.00	12.50%	500.00
OFFICE SUPPLIES	208.22	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES	-	145.00	150.00	150.00	150.00	150.00	3.45%	5.00
DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	100.00	0.00%	-
ENCUMBRANCES	1,289.00							-
CATEGORY TOTAL	25,052.91	17,820.00	22,300.00	22,300.00	22,300.00	22,300.00	25.14%	4,480.00
DEPARTMENT TOTAL	92,852.48	110,910.00	116,710.00	116,710.00	117,662.00	119,460.00	5.23%	5,800.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Senior Assistant	0.4	CWA	15,011.00		15,011.00
Cemetery Supervisor	0.6	WPWA	37,267.00	1,050.00	38,317.00
Heavy Equipment Operator	0.6	WPWA	30,382.00		30,382.00
Seasonal Staff			6,400.00		6,400.00
Overtime			4,300.00		4,300.00
Total Personal Services	1.6		93,360.00	1,050.00	94,410.00

Metrics:

DESCRIPTION	TYPE	FY14	FY15	FY16	FY17	FY18
SALE OF LOTS	SINGLE GRAVE	7	12	12	4	12
	2 GRAVE LOT	4	7	14	7	22
	3 GRAVE LOT	1	0	2	0	1
	4 GRAVE LOT	4	2	0	1	1
	CREMATION LOTS	11	7	2	2	3
	NICHES - COLUMBARIUM	3	1	2	6	4
	TOTAL SALE OF LOTS	30	29	32	20	43
BURIALS	FULL BURIAL	15	24	29	25	26
	CREMATION BURIAL	16	20	28	22	24
	TOTAL BURIALS	31	44	57	47	50
MONUMENTS		22	26	7	23	15

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 2019-2020

- Continue to develop leadership skills in the Department.
- Develop and implement a Food Borne Illness Outbreak drill.
- Implement a 2019 Health Fair
- Develop methods to make the Department “Greener”
- Continue to update the town-wide database for high risk individuals in coordination with Emergency Management, Upper Merrimack Valley Medical Reserve Corps (UMVMRC) and Senior Center.
- Implement the 2017 Food Code, and educate the public and permit holders
- Development of opioid abuse outreach program.
- Explore methods to use social media as a tool.
- Develop new educational programs.
- Explore emerging contaminants and proper regulation of them.
- 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 regulations for possible updates.
- Evaluate and improve vaccination programs.
- Continue to meet additional FDA standards. (Standard 1)
- 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 current CPC award of \$100,000.
- Implement trainings for the Cut It Out domestic violence and QPR depression trainings throughout town.
- Strengthen UMVMRC through networking.

- Secure grants and revenue to supplement existing budget.
- Begin discussions on department national accreditation.
- Study current trends in permitting and programing for department needs.
- Continue to provide town education of polystyrenes.
- Enforce the plastic bag reduction by-law and educate the public
- Develop a plan to expand the school based dental program.
- 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.
- Mentor at least two Interns and develop town projects for them to complete

Description of Changes:

Overall, the Board of Health budget shows a 1.15% increase for FY20 due to contractual salary increases. The expense budget was reduced from FY19 by \$70.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
HEALTH DIRECTOR	93,036.18	96,467.00	98,396.00	98,396.00	98,396.00	98,396.00	2.00%	1,929.00
HEALTH AGENT	74,546.15	78,235.00	78,235.00	78,235.00	78,235.00	78,235.00	0.00%	-
DIRECTOR - ENVIRON SERVICES	79,264.35	81,695.00	83,328.00	83,328.00	83,328.00	83,328.00	2.00%	1,633.00
FOOD INSPECTOR	32,908.34	33,531.00	33,531.00	33,531.00	33,531.00	33,531.00	0.00%	-
NURSE	61,214.40	63,384.00	64,896.00	64,896.00	64,896.00	64,896.00	2.39%	1,512.00
SUBSTANCE ABUSE COORDINATOR	32,105.30	33,531.00	33,531.00	33,531.00	33,531.00	33,531.00	0.00%	-
ADMINISTRATIVE ASSISTANT	51,655.81	52,436.00	52,839.00	52,839.00	52,638.00	52,638.00	0.77%	403.00
OTHER SUPPORT STAFF								-
LONGEVITY	2,646.00	3,624.00	3,672.00	3,672.00	4,522.00	5,242.00	1.32%	48.00
CATEGORY TOTAL	427,376.53	442,903.00	448,428.00	448,428.00	449,077.00	449,797.00	1.25%	5,525.00
EXPENSES								
VEHICLE MAINTENANCE	1,716.99	1,500.00	1,700.00	1,700.00	1,700.00	1,700.00	13.33%	200.00
CONTRACTED CLERICAL SERVICES	1,725.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
BIOHAZARD WASTE DISPOSAL	727.85	1,500.00	1,200.00	1,200.00	1,200.00	1,200.00	-20.00%	(300.00)
LABORATORY SERVICES	632.50	500.00	500.00	500.00	500.00	500.00	0.00%	-
DENTAL SERVICES	2,447.34	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
CONSULTING SERVICES	1,977.50	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
ADVERTISING - LEGAL	495.34	500.00	500.00	500.00	500.00	500.00	0.00%	-
PRINTING SERVICES	5,587.53	4,800.00	4,800.00	4,800.00	4,800.00	4,800.00	0.00%	-
GASOLINE	831.41	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%	200.00
OFFICE SUPPLIES	4,596.98	3,800.00	3,800.00	3,800.00	3,800.00	3,800.00	0.00%	-
HEALTH / MEDICAL SUPPLIES	1,942.30	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	0.00%	-
BOOKS & SUBSCRIPTIONS	150.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
TRAVEL - MILEAGE	1,199.64	2,300.00	2,000.00	2,000.00	2,000.00	2,000.00	-13.04%	(300.00)
MEETINGS & CONFERENCES	3,168.28	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
DUES & MEMBERSHIPS	951.00	950.00	1,080.00	1,080.00	1,080.00	1,080.00	13.68%	130.00
ENCUMBRANCES								-
CATEGORY TOTAL	28,149.66	31,700.00	31,630.00	31,630.00	31,630.00	31,630.00	-0.22%	(70.00)
DEPARTMENT TOTAL	455,526.19	474,603.00	480,058.00	480,058.00	480,707.00	481,427.00	1.15%	5,455.00

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, emerging 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 and emerging contaminants.

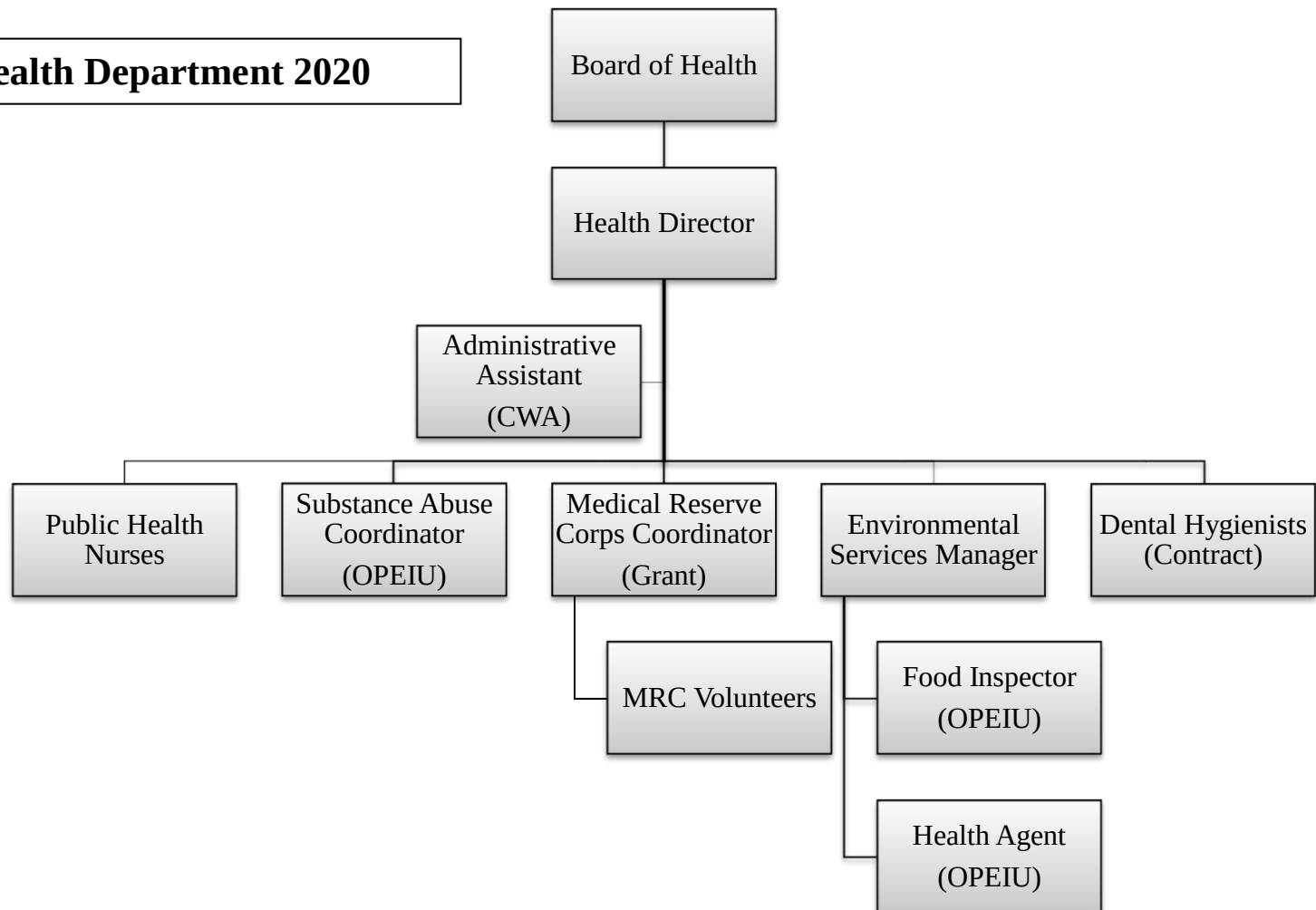
Significant Departmental Accomplishments:

- Updated fee schedule to properly align business costs with other Towns
- Operated warming stations with MRC staffing during March storms
- Mentored two interns within the Environmental and Nursing Program
- Adopted 2017 FDA Food Code, replacing the 2013 Food Code.
- Explored social media avenues for dissemination of health information.
- Rewrote and implemented Septic Regulations to further protect groundwater
- Updated the Towns EDS plans.
- Continued development of food policies and procedures.
- Continued to strengthen MRC response capabilities in community and region with trainings, and drills.
- Secured Narcan for the Police Department
- Continue to monitor inventory management system for emergency equipment including Emergency Management supplies.
- Implemented the town's special populations registry for emergency preparedness
- Provided a robust selection of town employee wellness programs.
- Sought grants and outside resources to assist with town revenue stream and to enhance services.
- Secured over \$10,000 for the shingles program.
- Received a \$4,000 dollar grant to for the MRC to train and implement the "Stop the Bleed" national campaign.
- Secured \$7,500 in NAACHO grant funding.

- Used volunteer Medical Reserve Corp members to staff 7 community/ school-based flu clinics and 7 public health events/clinics that saved Westford over \$18,000 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 over 1200 flu doses. Sought reimbursement for administration and vaccine, securing \$54,515 in revenues for the community. (This number varies year to year)
- 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 \$5,000 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.
- Provided 1 ServSafe certification programs for food handlers and organizations.
- Provided Life Skill courses in the School System.
- 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.
- Increased revenue by \$28,000.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Health Director	1.0	EXEM	98,396.00	-	98,396.00
Director Environmental Svcs	1.0	EXEM	83,328.00	-	83,328.00
Health Agent	1.0	OPEIU	78,235.00	850.00	79,085.00
Nurse	0.8	NON	64,896.00	480.00	65,376.00
Substance Abuse Coordinator	0.4	OPEIU	33,531.00	288.00	33,819.00
Food Inspector	0.5	OPEIU	33,531.00	454.00	33,985.00
Administrative Assistant	1.0	CWA	52,839.00	1,600.00	54,439.00
Total Personal Services	5.7		444,756.00	3,672.00	448,428.00

Health Department 2020

Metrics

	FY17	FY18	Services	FY17	FY18
Babesiosis	1	2	Seasonal Flu immunizations	1,253	1,247
Campylobacter	7	4	School Flu Immunizations	51	35
Cryptosporidiosis	1	1	Pneumonia	0	0
Influenza (FLU)	24	182	Clinics		
Giardia	1	4	Cholesterol Screening	14	11
Group A or B Strep	0	0	Tuberculosis Testing	0	0
Hepatitis A	0	2	Immunizations	72	72
Hepatitis B	3	1	Pap Smear Clinic	2	2
Hepatitis C	5 confirmed	5 confirmed	Home Visits	19	8
HGA	14	16	School Dental Program	339	360
Legionellosis	0	0	Hypertension Screening	200	106
			MRC Hypertension Screening	682	682
Lyme Disease	2 confirmed 61 suspect	47 suspect	Animal Bite Consultation	28	28
Pertussis	4	2	Hearing	55	50
Salmonella	4	6	Educational Programming		

Shiga Toxin Producing Organism	0	1	Number of Programs	18	20
Strep Pneumonia	0	0	Participants	550	540
Active TB	2	16	CPR trained	93	0
		2 suspect	Stop the Bleed/UHA		290
TB- Latent	0	0	Employee Health Programs		
Toxoplasmosis	0	0	Number of Programs	14	14
Varicella	1	1	Participants	265	265
		6 suspect			
Yersiniosis	0	0	Arranged discounted health club membership for employees	4	5

Applications Reviewed/Permits Approved

Septic Related	FY17	FY18	Food Service Related	FY17	FY18
Septic Haulers/Installers	78	75	Permitted Food Establishments	188	184
Soil Evaluations & Percolation Testing	85	90	Food Establishment Complaints	10	10
System Construction	155	139	Catering Licenses	4	5
Portable Chemical Toilets	14	10	Other (Frozen Dessert, Milk & Cream)	110	109
Title 5 Inspections Reviewed	263	253	Food Establishment Plans Reviewed	8	6

System Construction Inspections	371	512	Mobile	19	13
			Seasonal Establishments	25	27
Water/Well Systems Related			Temporary Events	82	66
Wells/Water Systems	39	16	Farmer's Market	21	21
			Residential	9	8
Camp/Camping Related			Miscellaneous		
Day/Overnight & Rec Camps	6	8	Temporary Housing	4	4
Inspections Conducted	6	8	Housing Inspections	18	28
			Beaver Inspections/Complaints	3	1
Recreational Water Related			Building Permits	147	169
Swimming Pool Inspections	22	21	Stabling & Piggery Permits/Inspection	20	19
Swimming Pools	4	18	Hazardous Materials Registration	52	21
Bathing Beaches	2	14	Demo Permit Inspections	31	17
Bathing Beach Inspections/Testing	189	210	Funeral Directors License	2	1

Permit and Services Receipts

	FY17 Revenue	FY18 Revenue		FY17 Revenue	FY18 Revenue
Septic	21,655	22,520	Mantoux Testing	30	0
Portable toilets	120	90	Cholesterol	195	200
Installers	5,420	8,300	Immunization	0	80
Haulers	1,600	2,450	Dental	540	500
Temporary food permits	3,430	1,655	Fines	1,510	2,100
Soil evaluation & percolation tests	11,125	23,005	Funeral Directors	50	25
Pump and water systems	550	550	Camping/hotel/motel	750	750
Stabling/piggery	975	1,180	Pool	2,025	2,650
Food	33,970	41,185	Beach	1,710	1,710
Frozen dessert	360	310	Well	1,525	625
Mobile food-catering	1,880	1,300	Pap Test	10	0
Tobacco	2,375	3,000	Flu/Pneumonia Reimbursement	58,049	54,515
Farmers Market	1,165	340	Residential Kitchen	650	780
Title V review	6,225	6,780	ServSafe revenue	1,125	2,025
Pre- Demolition Walk through	450	820	Hazmat permit	0	2,700
Housing Inspections	225	500	Recreational Camp Permit	0	1,800
Beaver Dam Modification	150	0	Food Est. Plan Rev	0	1,000
Well Child	0	0	Miscellaneous Payment	0	2,665
			TOTAL	\$159,844	\$188,110

541 Council on Aging

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 adult 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:

- Decrease EOEA grant funding to the Town for partial funding for Personnel Services position in the amount \$4,703 so we can provide additional support for programs and keep them affordable to our participants as well as further prevent social isolation amongst our older adult population.
- Research opportunities and partnerships to develop additional low income and/or age-friendly housing for residents.
- Research and conduct a household income survey to better determine how many residents are low income and/or fall within a certain range of income to better understand needs of community age 55 and over.
- Continue to pursue new revenue streams for the center.

Budget Narrative:

The Cameron is continuing to experience growth in its diversified membership and with this growth we are trying to ensure we can broadly accommodate a range of classes, support services and NEW initiatives that offer needed and/or additional support to our increasing aging adult population. These initiatives include Making Westford Dementia-Friendly, Age-Friendly and/or low-income housing and a Taxi initiative (regional effort to look at additional. transportation options) that will meet the needs of center participants ages 55 and over. The Maintenance Worker position is not being offset with EOEA funding in FY20. In FY19 we used \$4,703 in EOEA funding to offset the increase in hours for this position.

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, Zumba, Chair aerobics, etc. and a state of the art fitness center which cost only \$50 a year to join. Most of our exercise classes are currently free to Westford residents with support from the Friends of the Cameron Senior Center and our Executive Office of Elder Affairs grant. This year, with the support of the Council on Aging Board non-Westford residents are welcome to participate in activities at the Cameron but are assessed a fee for classes, enrichment programs and special events which are deposited to our 53/E Revolving account. Westford resident have special registration one week prior to non-Westford registrations. Also, new this year the COA Board voted to allow non-Westford residents who had resided in Westford for twenty-five plus years and can provide legal documentation verifying their residency. Other offerings include a Pickle Ball Court (new), Billiard Room, Ping Pong, Open art/studio, Quilting, Watercolor, Cribbage, Scrabble, Bingo, Day/Intl. trips and other enrichment opportunities.

All active adults 60 and over are welcome to join us here at the Cameron as well as those age 55 and older for our evening programs and classes.

Description of Changes:

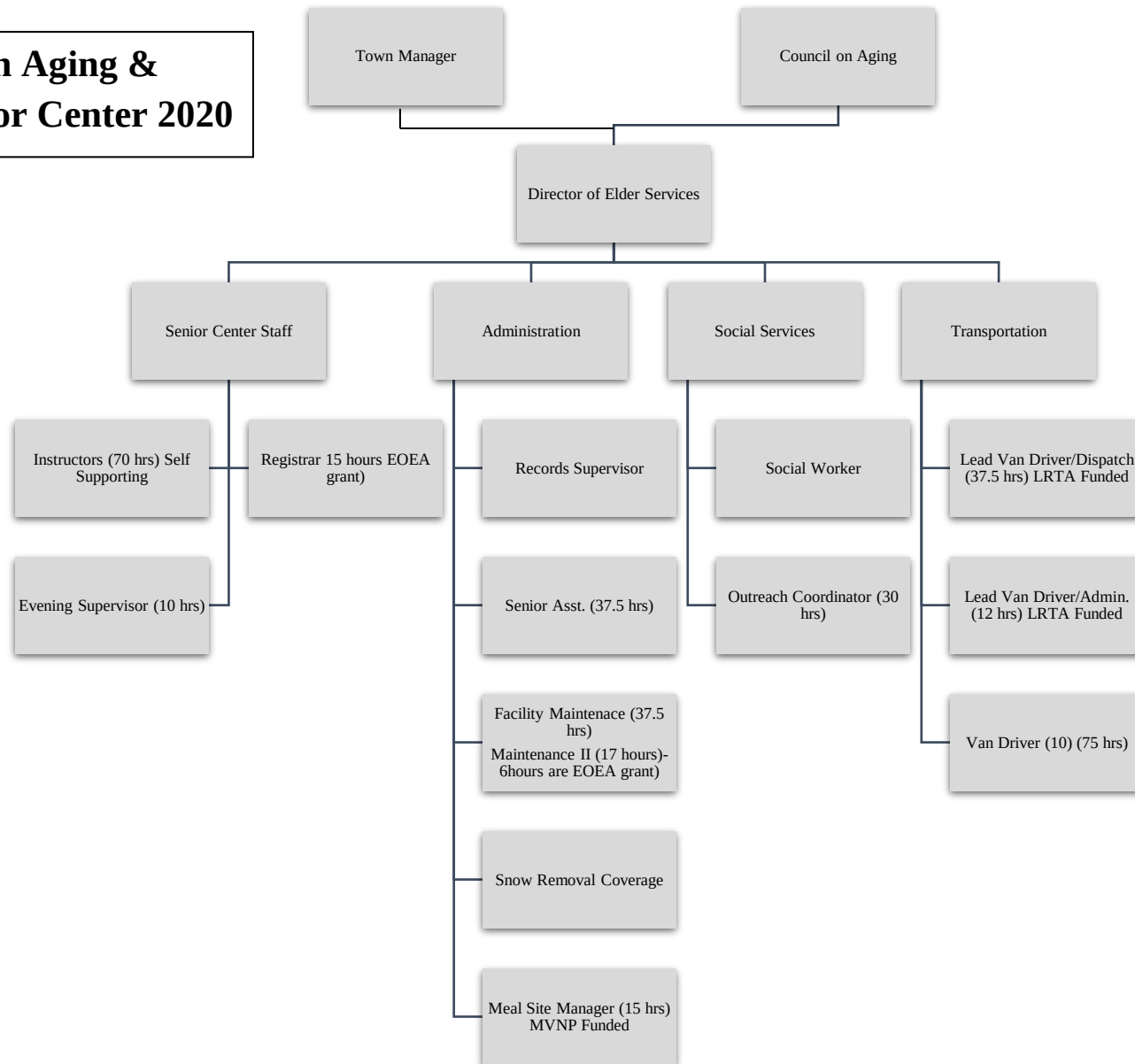
The increased funding will help support some our new Town initiatives Making Westford Dementia Friendly, Taxi Initiative/ Ride hailing seed money, affordable housing fair and program support.

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

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	85,584.18	88,606.00	90,378.00	90,378.00	90,378.00	90,378.00	2.00%	1,772.00
SOCIAL WORKER	74,941.56	80,469.00	82,078.00	82,078.00	82,078.00	82,078.00	2.00%	1,609.00
RECORDS SUPERVISOR	57,018.00	58,099.00	27,781.00	27,781.00	27,781.00	27,781.00	-52.18%	(30,318.00)
SENIOR ASSISTANT	39,468.00	41,404.00	61,318.00	61,318.00	63,152.00	65,074.00	48.10%	19,914.00
OUTREACH COORDINATOR	33,562.84	35,050.00	35,579.00	35,579.00	35,579.00	35,579.00	1.51%	529.00
MAINTENANCE WORKER I	37,763.52	44,663.00	49,623.00	49,623.00	49,623.00	49,623.00	11.11%	4,960.00
VAN DRIVERS	31,838.43	33,000.00	23,700.00	23,700.00	23,700.00	23,700.00	-28.18%	(9,300.00)
EVENT SUPPORT WORKER			10,804.00	10,804.00	10,804.00	10,804.00		10,804.00
EVENING SUPERVISOR	15,333.26	9,264.00	8,945.00	8,945.00	8,945.00	8,945.00	-3.44%	(319.00)
LONGEVITY	2,682.50	2,480.00	4,180.00	4,180.00	4,180.00	4,880.00	68.55%	1,700.00
SNOW REMOVAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SENIOR REBATE PROGRAM	19,468.05	25,000.00	36,000.00	30,000.00	36,000.00	36,000.00	20.00%	5,000.00
CATEGORY TOTAL	397,660.34	419,035.00	431,386.00	425,386.00	433,220.00	435,842.00	1.52%	6,351.00
EXPENSES								
UNIFORM ALLOWANCES	231.48	250.00	250.00	250.00	250.00	250.00	0.00%	-
ELECTRICITY	25,833.05	22,000.00	24,000.00	26,500.00	24,000.00	24,000.00	20.45%	4,500.00
NATURAL GAS	10,190.85	10,500.00	11,500.00	11,500.00	11,500.00	11,500.00	9.52%	1,000.00
WATER	1,665.50	1,800.00	2,000.00	1,800.00	2,000.00	2,000.00	0.00%	-
SEWER/SEPTIC	3,199.00	3,400.00	4,500.00	3,200.00	4,500.00	4,500.00	-5.88%	(200.00)
BUILDING MAINTENANCE	5,479.34	4,000.00	6,000.00	6,000.00	6,000.00	6,000.00	50.00%	2,000.00
VEHICLE MAINTENANCE	1,730.38	3,400.00	4,000.00	4,000.00	4,000.00	4,000.00	17.65%	600.00
EQUIPMENT MAINTENANCE	2,760.69	1,600.00	2,000.00	3,000.00	2,000.00	2,000.00	87.50%	1,400.00
BLDG MAINT SVCS - HVAC	18,312.04	10,000.00	16,000.00	12,000.00	16,000.00	16,000.00	20.00%	2,000.00
BLDG MAINT SVCS - GENERATOR	669.60	225.00	1,000.00	1,000.00	1,000.00	1,000.00	344.44%	775.00
BLDG MAINT SVCS - ELEVATOR	1,265.00	2,150.00	2,000.00	2,000.00	2,000.00	2,000.00	-6.98%	(150.00)
BLD MAINT SVCS - FIRE/ALARM	1,828.30	1,700.00	2,000.00	2,000.00	2,000.00	2,000.00	17.65%	300.00
CONTRACTED SNOW REMOVAL	225.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
HEALTH / NUTRITION SERVICES	968.17	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
POSTAGE	7,699.94	7,700.00	7,700.00	7,000.00	7,700.00	7,700.00	-9.09%	(700.00)
GASOLINE	10,129.49	7,500.00	9,000.00	10,500.00	9,000.00	9,000.00	40.00%	3,000.00
OFFICE SUPPLIES	2,965.88	2,700.00	3,500.00	3,000.00	3,500.00	3,500.00	11.11%	300.00
OFFICE EQUIPMENT	355.98	600.00	600.00	600.00	600.00	600.00	0.00%	-
CUSTODIAL / CLEANING SUPPLIES	3,754.82	6,700.00	7,500.00	7,000.00	7,500.00	7,500.00	4.48%	300.00
LIGHTING / ELECTRICAL SUPPLIES	1,070.38	800.00	500.00	500.00	500.00	500.00	-37.50%	(300.00)
BOTTLED WATER	766.26	600.00	800.00	800.00	800.00	800.00	33.33%	200.00
PROGRAMS & ACTIVITIES		1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SOCIAL & CULTURAL PROGRAMS	804.55	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
TRAVEL - MILEAGE	1,235.25	1,500.00	1,600.00	700.00	1,600.00	1,600.00	-53.33%	(800.00)
DUES & MEMBERSHIPS				703.00				703.00
MEETINGS & CONFERENCES	2,674.52	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	105,815.47	97,925.00	115,250.00	112,853.00	115,250.00	115,250.00	15.24%	14,928.00
DEPARTMENT TOTAL	503,475.81	516,960.00	546,636.00	538,239.00	548,470.00	551,092.00	4.12%	21,279.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
COA Director	1.0	EXEM	90,378.00	600.00	90,978.00
Social Worker	1.0	EXEM	82,078.00	600.00	82,678.00
Records Supervisor	0.5	CWA	27,781.00	850.00	28,631.00
Senior Assistant	1.5	CWA	61,318.00	600.00	61,918.00
Outreach Coordinator	0.7	NON	35,579.00	680.00	36,259.00
Maintenance Worker 1	1.0	CWA	49,623.00	850.00	50,473.00
Van Drivers		NON	23,700.00		23,700.00
Event Support Worker	0.3	NON	10,804.00		10,804.00
Evening Supervisor		NON	8,945.00		8,945.00
Snow Removal Coverage		NON	1,000.00		1,000.00
Senior Rebate		NON	30,000.00		30,000.00
Total Personal Services	6.0		421,206.00	4,180.00	425,386.00

**Council on Aging &
Cameron Senior Center 2020**

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	58,117.68	59,456.00	60,878.00	60,878.00	60,878.00	60,878.00	2.39%	1,422.00
SENIOR ASSISTANT	2,222.82	4,148.00	4,273.00	4,273.00	4,400.00	4,533.00	3.01%	125.00
LONGEVITY	600.00	850.00	850.00	850.00	850.00	850.00	0.00%	-
VETERANS TAX WORK PROGRAM	4,000.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
CATEGORY TOTAL	64,940.50	71,954.00	73,501.00	73,501.00	73,628.00	73,761.00	2.15%	1,547.00
EXPENSES								
MONUMENT MAINT SERVICES	28.75		1,000.00	1,000.00	1,000.00	1,000.00		1,000.00
OFFICE SUPPLIES	1,095.55	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
PROGRAMS & ACTIVITIES	3,641.20	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MEETINGS & CONFERENCES	160.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
VETERAN'S SERVICES	53,060.90	65,000.00	65,000.00	60,000.00	65,000.00	65,000.00	-7.69%	(5,000.00)
ENCUMBRANCES								-
CATEGORY TOTAL	57,986.40	72,200.00	73,200.00	68,200.00	73,200.00	73,200.00	-5.54%	(4,000.00)
DEPARTMENT TOTAL	122,926.90	144,154.00	146,701.00	141,701.00	146,828.00	146,961.00	-1.70%	(2,453.00)

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 FY18, the total monthly benefit paid to recipients varied from a low of \$3,729.10 (averaging \$414.34 for 9 recipients) to a high of \$5,771.38 (averaging \$480.95 for 12 recipients). The total FY18 paid out was just over \$53,000.
- \$46,000 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 2018 reporting period, the VA was paying over \$15,000 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 107 veteran tax abatements for over \$159,000 in 2018. This item is NOT part of Vet Services budget, FYI only.
- In FY19, Veterans Services was approved for \$7,500 to allocate to the Veteran's Property Tax Work Off program for 5 recipients @ \$1,500 per recipient.
- The street flags are being refreshed as needed. 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.
- The VSO position remains a full-time 37-1/2-hour position along with an administrative assistant funded for 4 hours/week.
- In 2018, VSO became "certified" to state standards. Recertification will occur in 2021.

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 2020**

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	60,878.00	850.00	61,728.00
Senior Assistant	0.1	CWA	4,273.00		4,273.00
Veterans' Tax Work Program			7,500.00		7,500.00
Total Personal Services	1.1		72,651.00	850.00	73,501.00

Town Manager

Assistant Town
ManagerVeterans
Services AgentSenior
Assistant

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: The following Goals (as well as Objectives and Activities) were approved by the J. V. Fletcher Library Board of Trustees within the ***Strategic Plan 2014-2018*** on 9/10/12 for submittal to the Massachusetts Board of Library Commissioners. The Massachusetts Board of Library Commissioners mandates that this document be supplemented annually by an *Annual Action Plan*, submitted to the Commonwealth each Fall.

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 environment.

Description of Changes:

EXEMPT and non-union Management Personnel line items are increased by 1.5% per Budget direction, with hourly workers calculated for 260 days of service. All CWA Personnel line items reflect the wage adjustments, stipends, compensation and settlement of the CWA bargaining unit contract. The LIBRARY ASSISTANTS line item reflects the impact of recent retirements or resignations of long-term staff being replaced at a lower entry Step. LONGEVITY payouts reflect the retention of other 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 FY18 Actuals with heat and electricity calculated at a higher unit rate, and continue to see the savings of replaced LED lighting, ballasts and the application of solar credits. The Membership Formula cost for MVLC is firm and will be supplemented by Library State Aid payments. The majority of operational line items reflect FY18 Actual expenses.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
LIBRARY DIRECTOR	107,076.22	110,857.00	112,952.00	112,952.00	112,952.00	112,952.00	1.89%	2,095.00
ASSISTANT DIRECTOR	56,093.00	75,694.00	77,125.00	77,125.00	77,125.00	77,125.00	1.89%	1,431.00
SENIOR LIBRARIANS	261,288.72	277,974.00	284,313.00	284,313.00	283,228.00	283,228.00	2.28%	6,339.00
LIBRARY ASSISTANTS	660,353.78	706,330.00	685,562.00	685,562.00	689,363.00	695,994.00	-2.94%	(20,768.00)
OFFICE MANAGER	52,888.97	54,915.00	56,720.00	56,720.00	57,915.00	59,362.00	3.29%	1,805.00
7 SATURDAY, JULY-AUG	12,816.91	13,939.00	14,100.00	14,100.00	14,100.00	14,100.00	1.16%	161.00
OTHER SUPPORT STAFF					19,960.00	20,162.00		-
CUSTODIANS	63,534.73	64,319.00	65,203.00	65,203.00	65,397.00	65,823.00	1.37%	884.00
PAGES	13,554.69	17,425.00	19,592.00	19,592.00	20,556.00	21,731.00	12.44%	2,167.00
CUSTODIAL OVERTIME	-	2,852.00	2,852.00	2,852.00	2,852.00	2,852.00	0.00%	-
MLS STIPENDS	3,000.00	3,000.00	2,500.00	2,500.00	3,000.00	3,000.00	-16.67%	(500.00)
LONGEVITY	17,902.00	18,644.00	20,488.00	20,488.00	22,543.00	24,493.00	9.89%	1,844.00
CATEGORY TOTAL	1,248,509.02	1,345,949.00	1,341,407.00	1,341,407.00	1,368,991.00	1,380,822.00	-0.34%	(4,542.00)
EXPENSES								
UNIFORM ALLOWANCES	1,089.91	1,170.00	1,170.00	1,170.00	1,170.00	1,170.00	0.00%	-
ELECTRICITY	21,933.04	22,000.00	26,500.00	23,850.00	26,500.00	26,500.00	8.41%	1,850.00
HEATING FUEL	15,851.54	11,000.00	14,600.00	16,500.00	14,600.00	14,600.00	50.00%	5,500.00
WATER	1,417.03	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
EQUIPMENT MAINTENANCE	20,020.93	24,800.00	24,800.00	24,800.00	24,800.00	24,800.00	0.00%	-
MVLC NETWORK MAINTENANCE	35,500.00	36,000.00	36,000.00	36,000.00	37,000.00	37,000.00	0.00%	-
POSTAGE	3,104.81	3,500.00	3,250.00	3,250.00	3,250.00	3,250.00	-7.14%	(250.00)
PRINTING SERVICES	3,548.93	3,000.00	3,500.00	3,500.00	3,500.00	3,500.00	16.67%	500.00
OFFICE SUPPLIES	16,943.76	18,500.00	17,000.00	17,000.00	17,000.00	17,000.00	-8.11%	(1,500.00)
CUSTODIAL / CLEANING SUPPLIES	6,136.95	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%	1,000.00
BOOKS & SUBSCRIPTIONS	219,865.28	218,000.00	219,000.00	219,000.00	220,000.00	220,000.00	0.46%	1,000.00
MILEAGE	1,915.27	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
MEETINGS & CONFERENCES	2,756.85	2,640.00	2,640.00	2,640.00	2,640.00	2,640.00	0.00%	-
DUES & MEMBERSHIPS	481.00	1,196.00	1,076.00	1,076.00	1,076.00	1,076.00	-10.03%	(120.00)
PUBLIC EMPLOYEE BOND	364.48	365.00	365.00				-100.00%	(365.00)
ENCUMBRANCES								-
CATEGORY TOTAL	350,929.78	351,171.00	359,901.00	358,786.00	361,536.00	361,536.00	2.17%	7,615.00
DEPARTMENT TOTAL	1,599,438.80	1,697,120.00	1,701,308.00	1,700,193.00	1,730,527.00	1,742,358.00	0.18%	3,073.00

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

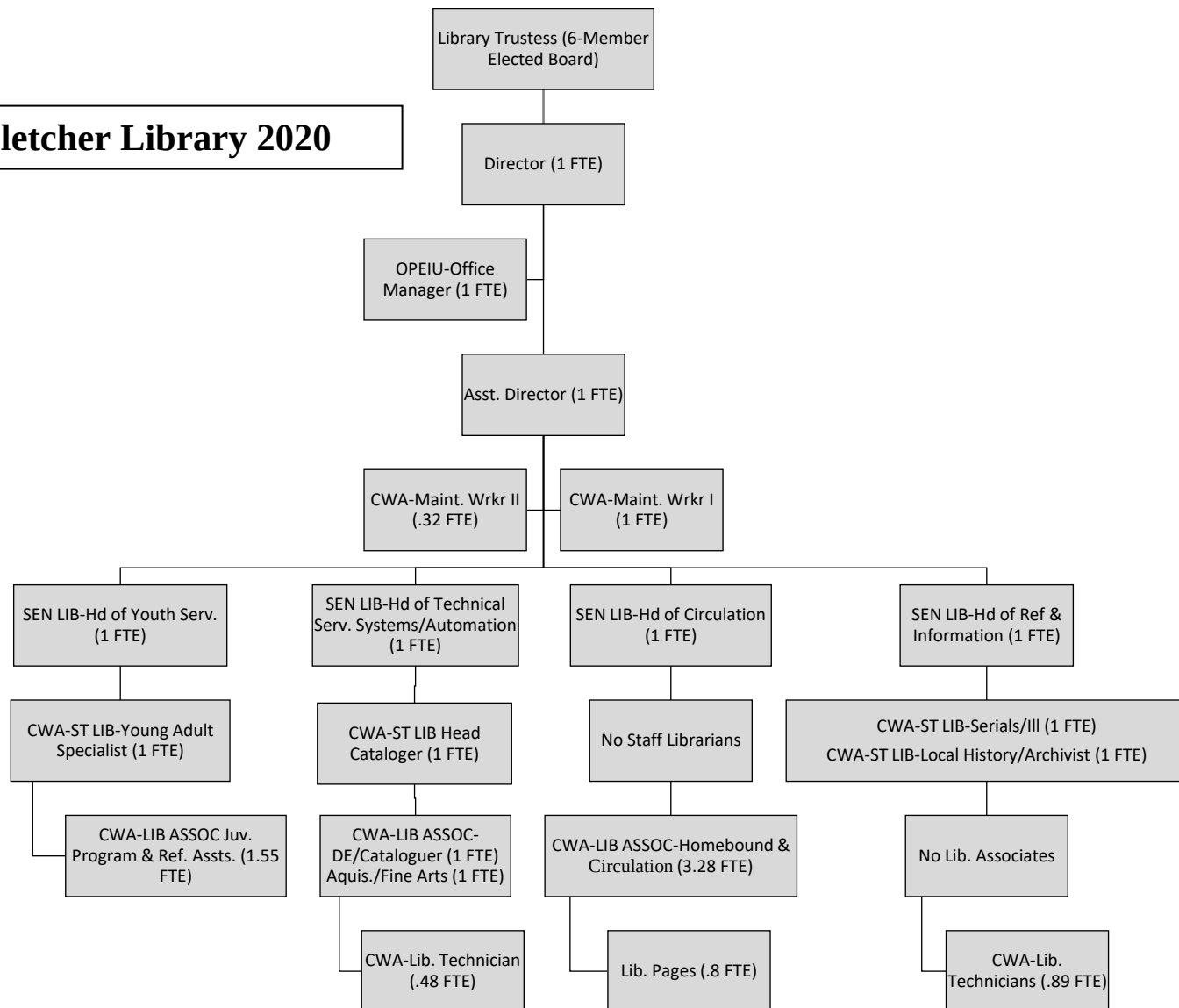
Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Library Director	1.0	EXEM	112,952.00	2,600.00	115,552.00
Asst. Library Director	1.0	EXEM	77,125.00	1,100.00	78,225.00
Office Manager	1.0	OPEIU	56,720.00		56,720.00
Maintenance Workers	1.3	CWA	63,948.00		63,948.00
Maintenance Coverage			4,107.00		4,107.00
Senior Librarian	4.0	EXEM	284,313.00	4,650.00	288,963.00
Staff Lib. & Lib. Assoc.	10.8	CWA	587,194.00	12,138.00	599,332.00
Librarian Technician	1.4	CWA	50,719.00		50,719.00
Substitute Coverage			47,399.00		47,399.00
Other Support Staff - Sundays			14,100.00		14,100.00
Building Supervisor Stipend			250.00		250.00
MLS Stipends			2,500.00		2,500.00
Pages	0.8		19,592.00		19,592.00
Total Personal Services	21.3		1,320,919.00	20,488.00	1,341,407.00

Other Metrics as pf 6/30/2018:

Activity		Measure of Quantity/Quality	Activity	Measure of Quantity/Quality
Annual Hours of Service		2,636	Library Programs	471
Circulation		409,356	Program Attendance	16,402
Door Count Annually		275,278	Meeting Room Bookings	1,899
Information Questions		68,120	Inter-Library Loans	81,787
Summer Reading Registrants		2,265	Database, Electronic. WiFi & Web Sessions	367,764 [sessions only]
Holdings		175,944	Volunteers	102

Please note that circulation for FY18 dipped slightly (-1.737%) with the MVLC's migration to a new Integrated Library System. FY19 numbers are currently tracking 11.47% higher than FY18. While sister libraries are seeing flat or reduced circulation totals, Westford ended FY18 moving into place as the third-highest circulating library in MVLC after Andover and Chelmsford.

J.V. Fletcher Library 2020

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, while preserving and enhancing Westford's active and passive recreation areas.

Goals:

- Undertake appropriate short and long-range facilities maintenance and improvement planning.
- Identify funding strategies that advance facility improvements to meet community needs.
- Work collaboratively with youth sports organizations to maintain high quality services.

Programs & Services:

The Town of Westford has millions of dollars invested in properties and associated infrastructure that the Parks and Grounds Department is responsible for keeping attractive, functional, and safe for use by the community. This includes active and passive recreation areas, playgrounds and safety surfacing, basketball and tennis courts, beaches and bathhouses, manicured lawns and plantings, natural grass and synthetic athletic fields, wooded property lines, outbuildings with plumbing and electrical distribution systems, irrigation systems, parking areas, and fence lines. Our staff collaborates with and assists many other departments in support of overall town activities, including Community Gardens, Stony Brook Conservation Land, events on the Town Common, Memorial Day programming, Veterans Day activities, holiday lights, etc.

The Parks & Grounds 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. The Parks and Grounds budget is partially supplemented via a 53E 1/2 Maintenance Revolving Account that receives user fees associated with groups and organizations that utilize our athletic facilities.

Description of Changes:

Personal Services: The identified increases are primarily related to union contract requirements. In the FY19 and FY20 budgets you will notice that the Director, Assistant Director, and Office Manager expenses are eliminated from the Parks and Ground Budget. These salaries are now captured in the Recreation Enterprise Budget and partial offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

Expenses: There are several fluctuations in expense lines as we continue working towards capturing expenses in the appropriate lines within the 650 Parks & Grounds budget. The increase in fuel is based on actual consumption data in FY18. The reductions in Heating Fuel, Electricity, Building Lease and Additional Building Expenses are associated with the relocation of Parks and Recreation administrative services relocating to 65 Main Street in January of 2019.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	62,056.00							-
ASSISTANT DIRECTOR	7,552.00							-
OFFICE MANAGER	15,600.00							-
CREW SUPERVISOR	36,468.00	37,267.00	37,267.00	37,267.00	37,267.00	37,267.00	0.00%	-
PARKS OPERATIONS SUPERVISOR	39,636.08	40,505.00	40,505.00	40,505.00	40,505.00	40,505.00	0.00%	-
HEAVY EQUIPMENT OPERATOR	158,136.00	133,846.00	162,585.00	134,777.00	164,397.00	166,245.00	0.70%	931.00
OVERTIME	1,889.86	1,000.00	2,000.00	2,000.00	2,500.00	3,000.00	100.00%	1,000.00
LONGEVITY	3,374.25	3,875.00	4,125.00	4,125.00	4,125.00	4,125.00	6.45%	250.00
SEASONAL STAFF		5,350.00	5,350.00	5,350.00	7,500.00	10,000.00	0.00%	-
CATEGORY TOTAL	324,712.19	221,843.00	251,832.00	224,024.00	256,294.00	261,142.00	0.98%	2,181.00
EXPENSES								
ELECTRICITY	2,091.43		719.00	719.00	740.00	765.00		719.00
HEATING FUEL	1,875.00							-
WATER	225.00		225.00	225.00	225.00	225.00		225.00
GROUNDS MAINTENANCE	21,401.97	19,000.00	28,405.00	22,000.00	29,000.00	30,000.00	15.79%	3,000.00
EQUIPMENT MAINTENANCE	3,659.64	4,000.00	4,000.00	4,000.00	4,200.00	4,400.00	0.00%	-
VEHICLE MAINTENANCE	2,754.01	4,000.00	4,000.00	4,000.00	4,000.00	4,200.00	0.00%	-
BUILDING LEASE	6,664.00	10,000.00	-	-			-100.00%	(10,000.00)
ADD'L BUILDING EXPENSES - LEASED	150.00	150.00	-	-			-100.00%	(150.00)
CONTRACTED SERVICES			1,000.00	1,000.00	1,500.00	2,000.00		1,000.00
GASOLINE	5,761.13	6,000.00	12,780.00	10,000.00	12,780.00	12,780.00	66.67%	4,000.00
OFFICE SUPPLIES	100.00	100.00	700.00	500.00	1,000.00	1,000.00	400.00%	400.00
TOWN COMMON EXPENSE	4,055.51	3,500.00	5,000.00	5,000.00	5,000.00	5,000.00	42.86%	1,500.00
MONUMENT MAINT SERVICES	753.24	1,000.00	1,000.00	1,000.00			0.00%	-
TRAVEL-MILEAGE	1,882.58	1,200.00	1,800.00	1,800.00	2,000.00	2,000.00	50.00%	600.00
MEETING & CONFERENCES	133.00	325.00	2,039.00	2,039.00	2,200.00	2,200.00	527.38%	1,714.00
DUES AND MEMBERSHIPS	95.00	225.00	422.00	422.00	500.00	500.00	87.56%	197.00
RECREATIONAL EQUIPMENT	438.34		785.00	785.00	1,000.00	1,000.00		785.00
CATEGORY TOTAL	52,039.85	49,500.00	62,875.00	53,490.00	64,145.00	66,070.00	8.06%	3,990.00
DEPARTMENT TOTAL	376,752.04	271,343.00	314,707.00	277,514.00	320,439.00	327,212.00	2.27%	6,171.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Crew Supervisor	0.6	WPWA	37,267.00	1,300.00	38,567.00
Parkers/Operations Supervisor	0.6	WPWA	40,505.00	1,300.00	41,805.00
Heavy Equipment Operator	2.3	WPWA	134,777.00	1,525.00	136,302.00
Seasonal Staff			5,350.00		5,350.00
Overtime			2,000.00		2,000.00
Total Personal Services	3.5		219,899.00	4,125.00	224,024.00

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

660 Land Management

Mission Statement: The Conservation Department and Conservation Commission are committed to managing land and water under their control by balancing passive recreation interests with natural resource protection.

The Department and Commission are dedicated to maintaining buildings and facilities at the East Boston Camps on the Stony Brook Conservation land as well the farm stand at Hills Orchard.

Goals for FY 2020

- Implement Master Plan goals at East Boston Camps.
- Work with partner organizations to improve trail access for people with disabilities.
- Expand boundary marking of town-owned conservation land.
- Continue to work with Hill Orchard Farm Manager to make improvements to Hill Orchard facilities and grounds.

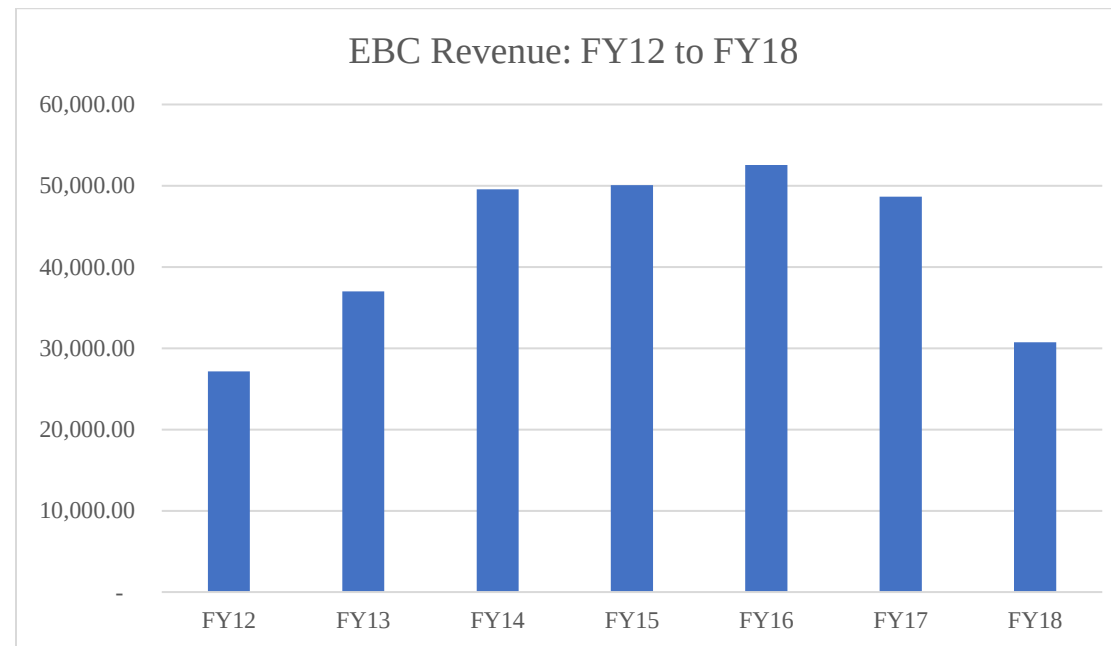
DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
ELECTRICITY	4,100.71	4,500.00	4,500.00	3,000.00	4,500.00	4,500.00	-33.33%	(1,500.00)
NATURAL GAS	651.32	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
WATER	2,375.86	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
BUILDING MAINTENANCE	6,958.20	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
GROUPS MAINTENANCE	5,875.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
CARETAKER SERVICES	18,500.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	38,461.09	42,000.00	42,000.00	40,500.00	42,000.00	42,000.00	-3.57%	(1,500.00)
DEPARTMENT TOTAL	38,461.09	42,000.00	42,000.00	40,500.00	42,000.00	42,000.00	-3.57%	(1,500.00)

Description of Changes:

- There are minimal changes to the proposed FY 2020 budget. Increases are to cover actual costs.

Programs & Services:

- Manage conservation properties and oversee contracted services at East Boston Camps, Day Land and Hill Orchard.
- Works with volunteers to manage trails.
- Works with residents, home owner associations and condo associations to ensure compliance with Conservation Restrictions.
- Monitors town-owned conservation land to ensure that passive recreation is in balance with protection of lands natural resources.



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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
ELECTRICITY	3,851.98	2,500.00	3,500.00	3,900.00	3,500.00	3,500.00	56.00%	1,400.00
HEATING FUEL	3,109.77	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
WATER	715.01	250.00	500.00	800.00	500.00	500.00	220.00%	550.00
SEWER / SEPTIC	150.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
BUILDING MAINTENANCE	-	4,000.00	15,700.00	3,000.00	4,000.00	4,000.00	-25.00%	(1,000.00)
GROUNDS MAINTENANCE	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
EQUIPMENT MAINTENANCE	-	400.00	400.00	400.00	400.00	400.00	0.00%	-
SIGNAGE		500.00	500.00	500.00	500.00	500.00	0.00%	-
SECURITY SYSTEM SERVICES	882.80	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
CONTRACTED SERVICES	-	4,000.00	4,000.00	3,000.00	4,000.00	4,000.00	-25.00%	(1,000.00)
ENCUMBRANCES	512.69							-
CATEGORY TOTAL	9,222.25	16,700.00	29,650.00	16,650.00	17,950.00	17,950.00	-0.30%	(50.00)
DEPARTMENT TOTAL	9,222.25	16,700.00	29,650.00	16,650.00	17,950.00	17,950.00	-0.30%	(50.00)

Description of Changes: The FY20 Historical Commission budget reflects a 0.30% overall decrease. One of the goals is to address the building maintenance needs of the cottage located at 4 Boston Rd. The request of \$15,700 in FY20 was to paint the cottage, but it was determined that the request qualified as a capital request and therefore put forward to the Capital Planning Committee.

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

Excluded debt is paid for outside the levy limit. Projects that are authorized by town meeting and a ballot vote to be excluded are paid by adding the annual debt service dollars to the tax rate each year until the loan is paid off. Excluded debt made up 3.66% of our tax rate in FY18 and will be 3.69% in FY19. I can estimate excluded debt to be about 3.90% of our tax rate in FY20. These figures are historical lows. Excluded debt in FY2013 made up 6.17% of our tax rate, and in 2010, 9.49%. The Fire Station debt is excluded from Prop 2 ½. We issued long term bonds in February 2018 for the first \$10,000,000 of the project to take advantage of a favorable interest rate environment. The debt payments for the loan were structured so that tax payers will not experience a sharp spike in the tax rate due to the fire station. The amounts listed below only included Town Meeting authorized projects. However, we have created a debt fall off schedule tracks projects that are being seriously considered but are not yet authorized. We are projecting excluded debt service for a new center building where the old fire station stood and improvements to the athletic complex at Westford Academy in FY22, a new school administration building in FY2023 and Library remodeling project in 2024. By estimating projects that are under consideration, we hope to provide tools to the Town Manager, Board of Selectmen and Finance Committee to assist in making recommendations. In the debt fall off schedule, it is important to remember that the future projects are estimates, and solid numbers cannot be obtained until the project is designed and bid.

Non-Excluded Debt is paid for out of the regular operating budget under the levy limit. It is very important that we keep room in the budget for non-excluded debt to provide for ongoing infrastructure and capital needs. The non-excluded annual debt service is between 1 million and 1.5 million in our budget and budget model. This is a vital part of our financial stability.

EXEMPT DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC
HIGHWAY GARAGE A&E 040103	Principal	2018	50,000.00	0.00	0.00	0.00	0.00	0.00	
HIGHWAY GARAGE A&E 040103	Interest	2018	2,000.00	0.00	0.00	0.00	0.00	0.00	
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Principal	2024	525,000.00	515,000.00	500,000.00	500,000.00	480,000.00	465,000.00	-2.91%
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Interest	2024	61,200.00	50,700.00	40,400.00	40,400.00	30,400.00	20,800.00	-20.32%
ELEMENTARY SCHOOL CONST 040103	Principal	2023	1,250,000.00	1,305,000.00	1,360,000.00	1,360,000.00	1,425,000.00	1,490,000.00	4.21%
ELEMENTARY SCHOOL CONST 040103	Interest	2023	389,637.50	339,638.00	271,125.00	271,125.00	199,725.00	137,025.00	-20.17%
MIDDLE SCHOOL CONST 040103	Principal	2023	1,190,000.00	1,245,000.00	1,300,000.00	1,300,000.00	1,355,000.00	1,415,000.00	4.42%
MIDDLE SCHOOL CONST 040103	Interest	2023	371,107.50	323,508.00	258,145.00	258,145.00	189,895.00	130,275.00	-20.20%
ACADEMY REFUNDING 1	Principal	2020	1,350,000.00	1,320,000.00	1,295,000.00	1,295,000.00	0.00	0.00	-1.89%
ACADEMY REFUNDING 1	Interest	2020	158,600.00	104,600.00	51,800.00	51,800.00	0.00	0.00	-50.48%
SENIOR CENTER CONSTRUCTION 11-09	Principal	2030	200,000.00	185,000.00	190,000.00	190,000.00	190,000.00	195,000.00	2.70%
SENIOR CENTER CONSTRUCTION 11-09	Interest	2030	46,550.00	85,350.00	76,100.00	76,100.00	66,600.00	57,100.00	-10.84%
CENTER FIRE STATION 03-15	Principal	2038	0.00	100,000.00	290,000.00	290,000.00	210,000.00	1.90	190.00%
CENTER FIRE STATION 03-15	Interest	2038	0.00	310,000.00	305,000.00	305,000.00	290,500.00	(0.02)	-1.61%
CENTER FIRE STATION \$1.772M	Principal	Estimated Debt	0.00	0.00	124,497.00	124,497.00	124,497.00	124,497.00	
CENTER FIRE STATION \$1.772M	Interest		0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL EXEMPT DEBT			5,594,095.00	5,883,796.00	6,062,067.00	6,062,067.00	4,561,617.00	4,034,698.88	3.03%

NON-EXEMPT DEBT		YEAR OF LOAN	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
TITLE V	Principal	2020	4,014.00	4,014.00	4,014.00	4,014.00	0.00	0.00	0.00%
SEWER EXTENSION 061506	Principal	2019	95,000.00	90,000.00	0.00	0.00	0.00	0.00	-100.00%
SEWER EXTENSION 061506	Interest	2019	3,700.00	1,800.00	0.00	0.00	0.00	0.00	-100.00%
GROTON ROAD WATER MAIN 061506	Principal	2031	10,484.73	10,694.00	10,906.00	10,906.00	11,123.00	11,344.00	1.98%
GROTON ROAD WATER MAIN 061506	Interest	2031	3,242.13	3,030.00	2,815.00	2,815.00	2,594.00	2,370.00	-7.10%
GROTON ROAD WATER MAIN 061506	Administrativ	2031	243.16	228.00	211.00	211.00	195.00	178.00	-7.46%
TOWN HALL CONSTRUCTION	Principal	2030	71,600.00	71,600.00	54,150.00	54,150.00	65,550.00	65,550.00	-24.37%
TOWN HALL CONSTRUCTION	Interest	2030	33,226.42	29,647.00	39,091.00	39,091.00	26,733.00	23,456.00	31.85%
PERCHLORATE REMEDIATION WPAT CONTRACT	Principal	2031	35,561.63	36,279.00	37,011.00	37,011.00	37,757.00	38,519.00	2.02%
PERCHLORATE REMEDIATION WPAT CONTRACT	Interest	2031	11,018.43	10,300.00	9,567.00	9,567.00	8,820.00	8,057.00	-7.12%
PERCHLORATE REMEDIATION WPAT CONTRACT	Administrativ	2031	826.39	773.00	718.00	718.00	662.00	604.00	-7.12%
ABBOT ELEVATOR	Principal	2023	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
ABBOT ELEVATOR	Interest	2023	5,400.00	4,500.00	3,600.00	3,600.00	2,700.00	1,800.00	-20.00%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SW	Principal	2022	60,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SW	Interest	2022	2,800.00	1,600.00	1,200.00	1,200.00	800.00	400.00	-25.00%
DEPARTMENTAL EQUIPMENT - AMBULANCE	Principal	2018	45,000.00	0.00	0.00	0.00	0.00	0.00	
DEPARTMENTAL EQUIPMENT - AMBULANCE	Interest	2018	900.00	0.00	0.00	0.00	0.00	0.00	
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILE	Principal	2022	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILE	Interest	2022	1,000.00	800.00	600.00	600.00	400.00	200.00	-25.00%
FIRE TRUCK - 544,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
FIRE TRUCK - 544,000	Interest	2024	7,600.00	6,500.00	5,400.00	5,400.00	4,300.00	3,200.00	-16.92%
WA BLEACHERS - 550,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
WA BLEACHERS - 550,000	Interest	2024	7,700.00	6,600.00	5,500.00	5,500.00	4,400.00	3,300.00	-16.67%
1ST ROBINSON BOILER & 2ND ABBOT BOILER	Principal	2019	20,000.00	20,000.00	0.00	0.00	0.00	0.00	-100.00%
1ST ROBINSON BOILER & 2ND ABBOT BOILER	Interest	2019	800.00	400.00	0.00	0.00	0.00	0.00	-100.00%
DESIGN & ENGINEERING: HIGHWAY - 600,000	Principal	Estimated Debt	128,000.00	170,340.00	0.00	0.00	0.00	0.00	-100.00%
DESIGN & ENGINEERING: HIGHWAY - 600,000	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Principal	2024	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Interest	2024	2,700.00	2,300.00	1,900.00	1,900.00	1,500.00	1,100.00	-17.39%
MSBA DAY & ROBINSON WINDOWS (\$2M)	Principal	2037	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%
MSBA DAY & ROBINSON WINDOWS (\$2M)	Interest	2037	47,450.00	43,450.00	40,450.00	40,450.00	37,450.00	35,200.00	-6.90%
MSBA DAY & ROBINSON WINDOWS (\$1M est)	Principal	Estimated Debt	10,000.00	18,750.00	69,688.00	69,688.00	69,688.00	69,688.00	271.67%
MSBA DAY & ROBINSON WINDOWS (\$1M est)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
DISPATCH CENTER	Principal	2037	54,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
DISPATCH CENTER	Interest	2037	24,522.50	22,363.00	20,713.00	20,713.00	19,063.00	17,825.00	-7.38%
PLAIN ROAD SIDEWALK	Principal	2029	0.00	0.00	55,725.00	55,725.00	55,000.00	50,000.00	
PLAIN ROAD SIDEWALK	Interest	2029	0.00	8,938.00	31,251.00	31,251.00	20,750.00	18,000.00	249.64%
MAIN STREET RECONSTRUCTION	Principal	2029	0.00	0.00	190,000.00	190,000.00	190,000.00	190,000.00	
MAIN STREET RECONSTRUCTION	Interest	2029	0.00	33,163.00	115,849.00	115,849.00	77,750.00	68,250.00	249.33%
ENGINE 4 REPLACEMENT - \$615,000	Principal	2028	0.00	73,339.00	64,275.00	64,275.00	65,000.00	65,000.00	-12.36%
ENGINE 4 REPLACEMENT - \$615,000	Interest	2028	0.00	0.00	35,869.00	35,869.00	23,800.00	20,550.00	
WASTE WATER UPGRADE DEP	Principal	2029	0.00	59,625.00	50,000.00	50,000.00	50,000.00	50,000.00	-16.14%
WASTE WATER UPGRADE DEP	Interest	2029	0.00	0.00	28,481.00	28,481.00	18,950.00	16,450.00	

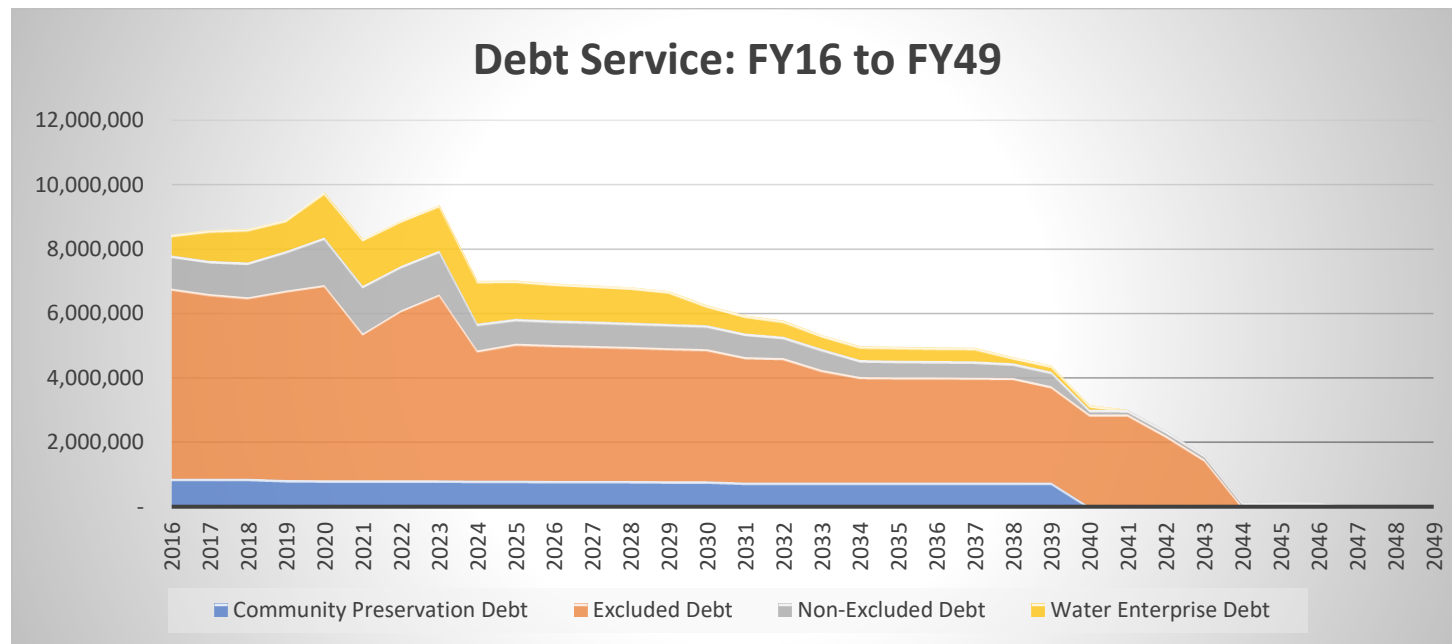
NON-EXEMPT DEBT CONT'D			YEAR OF LOAN EXPIRATION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC
ROUDENBUSH REHABILITATION	Principal	Estimated Debt		0.00	0.00	50,595.00	50,595.00	50,595.00	50,595.00	
ROUDENBUSH REHABILITATION	Interest	Estimated Debt		0.00	0.00	0.00	0.00	0.00	0.00	
ROADWAY IMPROVEMENT 03/24/18	Principal	Estimated Debt		0.00	0.00	101,928.00	101,928.00	101,928.00	101,928.00	
ROADWAY IMPROVEMENT 03/24/18	Interest	Estimated Debt		0.00	0.00	0.00	0.00	0.00	0.00	
ABBOT ROOF MSBA CONSTRUCTION	Principal	Estimated Debt		0.00	0.00	0.00	0.00	142,000.00	142,000.00	
ABBOT ROOF MSBA CONSTRUCTION	Interest	Estimated Debt		0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL NON-EXEMPT DEBT				971,789.39	1,091,033.00	1,391,507.00	1,391,507.00	1,449,508.00	1,415,564.00	27.54%

COMMUNITY PRESERVATION DEBT			YEAR OF LOAN EXPIRATION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC
EAST BOSTON CAMPS LAND PURCHASE	Principal	2019		730,000.00	730,000.00	0.00	0.00	0.00	0.00	-100.00%
EAST BOSTON CAMPS LAND PURCHASE	Interest	2019		58,400.00	29,200.00	0.00	0.00	0.00	0.00	-100.00%
TOWN HALL CONSTRUCTION	Principal	2030		53,400.00	53,400.00	53,400.00	40,850.00	49,450.00	49,450.00	-23.50%
TOWN HALL CONSTRUCTION	Interest	2030		24,773.58	22,104.00	20,369.00	29,490.00	20,167.00	17,695.00	33.41%
ROUDENBUSH CONSTRUCTION	Principal	Estimated Debt		0.00	0.00	447,300.00	447,300.00	447,300.00	447,300.00	
ROUDENBUSH CONSTRUCTION	Interest	Estimated Debt		0.00	0.00	0.00	0.00	0.00	0.00	
ADAMS PROPERTY	Principal	Estimated Debt		0.00	345,000.00	304,803.00	304,803.00	304,803.00	304,803.00	-11.65%
ADAMS PROPERTY	Interest	Estimated Debt		0.00	0.00	0.00	0.00	0.00	0.00	
INTEREST SHORT TERM DEBT	Interest	Roudenbush		0.00	175,000.00	0.00	0.00	0.00	0.00	-100.00%
TOTAL COMMUNITY PRESERVATION DEBT				2,253,535.47	3,080,005.00	3,254,603.00	3,251,174.00	3,374,102.00	3,309,698.00	5.56%

		YEAR OF LOAN	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
WATER ENTERPRISE DEBT									
FILTRATION PLANTS WPAT LOAN 1 072601	Principal	2021	97,414.80	98,818.00	100,657.00	100,657.00	100,269.00	0.00	1.86%
FILTRATION PLANTS WPAT LOAN 1 072601	Interest	2021	7,021.29	4,643.00	2,361.00	2,361.00	0.00	0.00	-49.15%
FILTRATION PLANTS WPAT LOAN 1 072601	MWPAT Fees	2021	885.00	675.00	458.00	458.00	233.00	0.00	-32.15%
FILTRATION PLANTS WPAT LOAN 2 112602	Principal	2023	459,516.31	485,395.00	481,374.00	481,374.00	501,894.00	525,119.00	-0.83%
FILTRATION PLANTS WPAT LOAN 2 112602	Interest	2023	57,848.05	46,926.00	36,059.00	36,059.00	24,457.00	12,188.00	-23.16%
FILTRATION PLANTS WPAT LOAN 2 112602	MWPAT Fees	2023	5,921.25	4,920.00	3,885.00	3,885.00	2,816.00	1,710.00	-21.04%
STEPINSKI LAND ACQUISITION 091608	Principal	2024	41,000.00	41,000.00	25,000.00	25,000.00	25,000.00	26,000.00	-39.02%
STEPINSKI LAND ACQUISITION 091608	Interest	2024	4,135.00	6,118.00	5,880.00	5,880.00	4,630.00	3,380.00	-3.89%
BYRNE AVE LINE REPL 091608	Principal	2024	34,000.00	34,000.00	20,000.00	20,000.00	20,000.00	24,000.00	-41.18%
BYRNE AVE LINE REPL 091608	Interest	2024	3,490.00	5,195.00	5,120.00	5,120.00	4,120.00	3,120.00	-1.44%
COUNTRY ROAD II WELL & PUMP HOUSE	Principal	2018	100,000.00	0.00	0.00	0.00	0.00	0.00	
COUNTRY ROAD II WELL & PUMP HOUSE	Interest	2018	4,000.00	0.00	0.00	0.00	0.00	0.00	
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Principal	2031	3,396.63	3,465.00	3,535.00	3,535.00	3,606.00	3,679.00	2.02%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Interest	2031	1,052.41	984.00	914.00	914.00	842.00	770.00	-7.11%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Principal	2031	48,144.94	49,116.00	50,106.00	50,106.00	51,117.00	52,148.00	2.02%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Interest	2031	14,917.23	13,945.00	12,952.00	12,952.00	11,940.00	10,908.00	-7.12%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	MWPAT Fees	2031	1,197.72	1,120.00	1,040.00	1,040.00	959.00	876.00	-7.14%
GRANITEVILLE UPGRADE MAIN	Principal	2033	65,000.00	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	7.69%
GRANITEVILLE UPGRADE MAIN	Interest	2033	30,837.50	29,538.00	28,238.00	28,238.00	26,838.00	25,437.00	-4.40%
RTE 110 UPGRADE MAIN	Principal	2033	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	2033	11,225.00	10,725.00	10,225.00	10,225.00	9,725.00	9,225.00	-4.66%
GRANITEVILLE MAIN (PATRIOT TO MAIN)-INTERES	Principal	2037	18,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
GRANITEVILLE MAIN (PATRIOT TO MAIN)-INTERES	Interest	2037	9,410.00	8,690.00	8,090.00	8,090.00	7,490.00	7,040.00	-6.90%
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL	Principal	2037	23,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL	Interest	2037	11,782.50	10,863.00	10,112.00	10,112.00	9,363.00	8,800.00	-6.91%
DEBT BORROWED NOT BUDGETED	Debt	Estimated Debt	0.00	351,680.00	380,480.00	380,480.00	640,640.00	847,190.00	8.19%
TOTAL WATER ENTERPRISE DEBT			1,078,195.63	1,342,816.00	1,326,486.00	1,326,486.00	1,585,939.00	1,701,590.00	-1.22%

SHORT TERM DEBT	Interest	YEAR OF LOAN	FISCAL 2018	FISCAL 2019	FISCAL 2020	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2020
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
SHORT TERM DEBT			25,716.06	70,000.00	122,231.00	122,231.00	81,300.00	43,300.00	74.62%
SUMMARY									
TOTAL EXEMPTED DEBT(G/F)			5,594,095.00	5,883,796.00	6,062,067.00	6,062,067.00	4,561,617.00	4,624,697.00	3.03%
TOTAL NON EXEMPTED DEBT(G/F)			971,789.39	1,091,033.00	1,391,507.00	1,391,507.00	1,449,508.00	1,415,564.00	27.54%
TOTAL COMMUNITY PRES FUND			866,573.58	1,354,704.00	825,872.00	822,443.00	821,720.00	819,248.00	-39.29%
TOTAL WATER DEBT(Water Enterprise)			1,078,195.63	1,342,816.00	1,326,486.00	1,326,486.00	1,585,939.00	1,701,590.00	-1.22%
TOTAL SHORT TERM DEBT			25,716.06	70,000.00	122,231.00	122,231.00	81,300.00	43,300.00	74.62%
TOTAL APPROPRIATION			8,536,369.66	9,742,349.00	9,728,163.00	9,724,734.00	8,500,084.00	8,604,399.00	-0.18%
LESS WATER(BUDGETED IN WATER ENT			(1,078,195.63)	(1,342,816.00)	(1,326,486.00)	(1,326,486.00)	(1,585,939.00)	(1,701,590.00)	-1.22%
LESS COMMUNITY PRES FUND			(866,573.58)	(1,354,704.00)	(825,872.00)	(822,443.00)	(821,720.00)	(819,248.00)	-39.29%
APPROPRIATION G/F			6,591,600.45	7,044,829.00	7,575,805.00	7,575,805.00	6,092,425.00	6,083,561.00	7.54%

The graph below links to the debt fall of schedule, so it does include projects being considered in the future, including; debt service for a new center building and improvements to the athletic complex at Westford Academy in FY22, a new school administration building in FY2023 and the Library remodeling project in 2024.



Other Information:

Debt Balance on June 30th	2018	2017	2016	2015	2014
Long-Term Indebtedness:					
<i>Within the General Debt Limit</i>					
Land Acquisition	897,000	1,677,000	2,423,000	3,144,000	3,840,000
Departmental Equipment	520,000	700,000	880,000	1,060,000	500,000
Sewers & Drains	90,000	185,000	280,000	380,000	480,000
Schools	14,545,000	17,115,000	19,580,000	21,940,000	23,745,000
Other Buildings	17,190,000	8,189,000	8,015,000	8,955,000	9,955,000
Architectural & Engineering	-	50,000	100,000	150,000	200,000
Total Within Gen Debt Limit	33,242,000	27,916,000	31,278,000	35,629,000	38,720,000
<i>Outside the General Debt Limit</i>					
Schools	4,515,000	5,965,000	5,340,000	6,735,000	7,970,000
Other Outside General	8,028	12,042	16,056	20,070	24,157
Water	8,145,716	9,309,304	9,502,966	10,565,738	11,526,660
Total Outside Gen Debt Limit	12,668,744	15,286,346	14,859,022	17,320,808	19,520,817
Total All Long Term Debt:	45,910,744	43,202,346	46,137,022	52,949,808	58,240,817
<i>Debt figures taken from the Town of Westford Statement of Indebtedness.</i>					

Short Term Loans Outstanding on 6/30/18 \$15,377,725			
School Windows			1,190,000
Abbot School Roof			2,000,000
Storm Water Master Plan			76,000
Intersection Design			91,000
Plain Road Sidewalk			510,725
Main Street Reconstruction			1,895,000
Roudenbush Remodel			6,000,000
Waste Water Upgrade			500,000
Prospect Hill Water Tank			1,000,000
Vine Brook Water System			1,000,000
Street Light Project			500,000
Fire Truck			615,000
Total Short Term Loans Outstanding:			15,377,725

Unclassified

940 Otherwise Unclassified

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
WATER DIRECT / INDIRECT COSTS	(432,309.00)	(454,145.00)	(454,145.00)	(459,080.00)	(454,145.00)	(454,145.00)	1.09%	(4,935.00)
RECREATION DIRECT / INDIRECT COSTS	(312,668.00)	(242,283.00)	(242,283.00)	(109,721.00)	(242,283.00)	(242,283.00)	-54.71%	132,562.00
AMBULANCE DIRECT / INDIRECT COSTS	(385,245.00)	(341,908.00)	(341,908.00)	(380,831.00)	(341,908.00)	(341,908.00)	11.38%	(38,923.00)
CATEGORY TOTAL	(1,130,222.00)	(1,038,336.00)	(1,038,336.00)	(949,632.00)	(1,038,336.00)	(1,038,336.00)	-8.54%	88,704.00
DEPARTMENT TOTAL	(1,130,222.00)	(1,038,336.00)	(1,038,336.00)	(949,632.00)	(1,038,336.00)	(1,038,336.00)	-8.54%	88,704.00

Description of Changes:

The direct and indirect charges have been calculated for the FY20 budget.

Programs & Services:

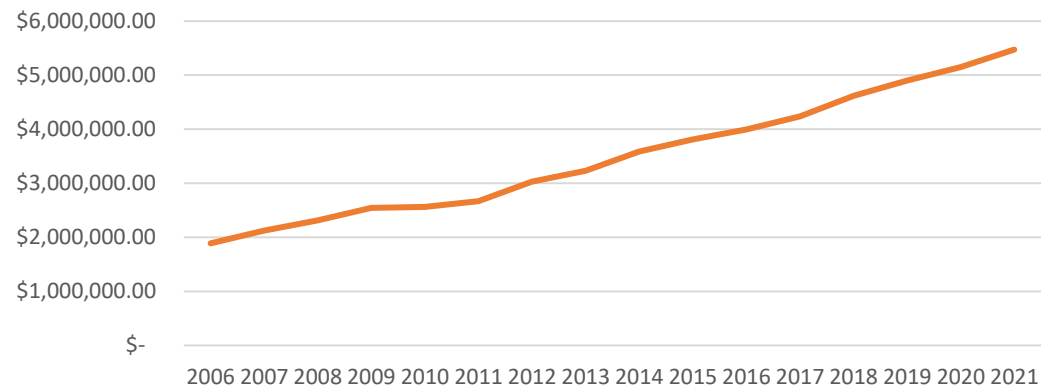
The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided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

945 Unclassified

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
RETIREMENT ASSESSMENT	4,619,903.00	4,902,690.00	5,152,765.00	5,152,765.00	5,473,719.00	5,878,774.00	5.10%	250,075.00
MILITARY RETIREMENT ASSESSMENT			518.00	518.00				518.00
HEALTH INSURANCE	9,439,109.53	10,513,038.00	10,967,666.00	10,831,820.00	11,855,652.00	12,872,992.00	3.03%	318,782.00
MEDICARE PART B PENALTY	13,627.80	13,000.00	13,700.00	13,700.00	13,700.00	13,700.00	5.38%	700.00
HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES	221,385.00							-
LIFE INSURANCE	4,594.85	6,500.00	5,800.00	5,800.00	5,800.00	5,800.00	-10.77%	(700.00)
MEDICARE TAX	935,168.18	930,000.00	960,000.00	960,000.00	984,000.00	1,013,520.00	3.23%	30,000.00
WORKERS COMPENSATION	414,680.78	377,850.00	435,515.00	431,483.00	457,291.00	480,156.00	14.19%	53,633.00
WORKERS COMPENSATION RUNOUT	-	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
UNEMPLOYMENT COMPENSATION	47,654.34	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	0.00%	-
SICK LEAVE/VAC BUY BACK-PR	56,086.25	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
HEALTH CONSULTING	-	-	22,000.00	22,000.00	23,000.00	23,000.00		22,000.00
HEALTH RELATED PROGRAMS	6,494.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
COMPREHENSIVE LIABILITY	140,076.38	193,332.00	163,576.00	162,062.00	171,755.00	180,343.00	-16.17%	(31,270.00)
EXCESS UMBRELLA LIABILITY	7,895.53	8,686.00	12,179.00	12,067.00	12,788.00	13,427.00	38.92%	3,381.00
AUTO LIABILITY	68,414.04	73,965.00	86,573.00	85,772.00	90,902.00	95,447.00	15.96%	11,807.00
PUBLIC OFFICIALS LIABILITY	24,500.51	26,951.00	31,849.00	31,555.00	33,441.00	35,113.00	17.08%	4,604.00
EDUCATION LIABILITY	12,998.30	14,296.00	19,648.00	19,466.00	20,630.00	21,662.00	36.16%	5,170.00
POLICE/FIRE LIABILITY	67,661.87	60,000.00	65,000.00	65,000.00	68,250.00	71,663.00	8.33%	5,000.00
GENERAL LIABILITY INSURANCE	53,999.03	49,876.00	52,269.00	51,785.00	54,882.00	57,626.00	3.83%	1,909.00
DEDUCTIBLES	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
ENCUMBRANCES	50,000.00							-
CATEGORY TOTAL	16,184,249.39	17,340,184.00	18,159,058.00	18,015,793.00	19,435,810.00	20,933,223.00	3.90%	675,609.00
DEPARTMENT TOTAL	16,184,249.39	17,340,184.00	18,159,058.00	18,015,793.00	19,435,810.00	20,933,223.00	3.90%	675,609.00

Description of Changes:

- The budgeted **Middlesex Retirement Assessment** for FY20 is \$5,152,765. This figure was received in August of 2018 and represents a 5.10% 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, resulting in a saving of \$88,721 for Westford. The graph to the right shows the increase of the assessment since FY05. At this time, the Middlesex

Middlesex Retirement Assessment: FY06 to FY21

Retirement System's debt to equity ratio is 47.87%, up from 45.79% in the previous year. 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 FY20, the assessment would be \$1,406,300 as opposed to \$5,152,765.

- On November 1, 2018, the town changed **Health Insurance** carriers to Blue Cross Blue Shield (BCBS) after spending the previous two years with Fallon Health Care. Fallon proposed a premium increase of 4.5% to remain the service provider for Westford, while BCBS offered a proposal that had a budget impact of 0.60%, which included switching dental insurance to BCBS for a 1% premium decrease. The additional 1% premium decrease resulted in a savings for the town of \$87,000 over the next twelve months. Dental insurance premiums are paid 100% by employees, and several of the plans increased due to the change in carrier. Therefore, the Board of Selectmen voted to have a one-month dental premium holiday in February of 2019. The Medicare supplemented plan only increased by 18 cents per month which is a 0.05% increase. At the March 22, 2014 Annual Town Meeting, the town 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 health insurance stabilization fund is approximately 5.9% of the health insurance budget, or \$641,581, 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 57.3% 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.

School & Town 945 Expenditures

Account	FY20 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	5,152,765.00	66.16%	3,409,167	33.84%	1,743,598	FY18 Actual Middlesex Retirement Employee Deduction
MILITARY RETIREMENT ASSESSMENT	518.00	100.00%	518	0.00%	-	Middlesex Retirement Notice
HEALTH INSURANCE (BASED ON FY18 ACTUALS)						
ACTIVE	8,451,274.00	27.48%	2,322,775	72.52%	6,128,499	FY18 Nov-June Expenditures with Fallon
RETIREE	2,380,546.00	23.82%	567,160	76.18%	1,813,386	FY18 Nov-June Expenditures with Fallon
LIFE INSURANCE	5,800.00	37.22%	2,159	62.78%	3,641	FY18 Actual Life Insurance Deductions
MEDICARE PART B PENALTY	13,700.00	16.29%	2,231	83.71%	11,469	Based on November 2018 Invoice
MEDICARE TAX	960,000.00	28.07%	269,445	71.93%	690,555	FY18 Actual Employer Medicare Tax
WORKERS COMPENSATION	431,483.00	24.80%	107,016	75.20%	324,467	MIIA Property & Casualty Group
WORKERS COMPENSATION RUNOUT	20,000.00	50.00%	10,000	50.00%	10,000	FY18-19 Schedule 1 & 19
UNEMPLOYMENT COMPENSATION	80,000.00	28.68%	22,941	71.32%	57,059	FY18 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000.00	100.00%	50,000			Town only
HEALTH INSURANCE CONSULTING	22,000.00	26.68%	5,870	73.32%	16,130	FY18 Nov-June Expenditures with Fallon
HEALTH RELATED PROGRAMS	10,000.00	100.00%	10,000			Town only
COMPREHENSIVE LIABILITY	162,062.00	39.88%	64,629	60.12%	97,433	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	12,067.00	76.25%	9,201	23.75%	2,866	MIIA Property & Casualty Group
AUTO LIABILITY	85,772.00	81.48%	69,885	18.52%	15,887	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	31,555.00	100.00%	31,555	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	19,466.00	0.00%	-	100.00%	19,466	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	65,000.00	100.00%	65,000	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	51,785.00	80.60%	41,737	19.40%	10,049	MIIA Property & Casualty Group
DEDUCTIBLES	10,000.00	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	1,011,026.00	24.93%	252,055	75.07%	758,971	7-1-18 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
TOTAL	19,026,819.00	38.48%	7,320,845	61.52%	11,705,974	

990 Transfer to/from Trusts

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
OPEB TRANSFER TO TRUST	987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00
CATEGORY TOTAL	987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00
DEPARTMENT TOTAL	987,750.00	860,115.00	1,211,026.00	1,011,026.00	1,418,957.00	1,632,418.00	17.55%	150,911.00

- The **OPEB Trust** (Other Post-Employment Benefits besides pensions, such as health and life insurance) contribution is being funded at \$1,211,026 in FY20. The current proposal is to fund the FY20 appropriation of by raising \$1,011,026 through the operating budget and fund the remaining \$200,000 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 GASB 74 & 75 measurement period was June 30, 2018, and it showed that Westford had a \$68,983,840 net OPEB liability. The Town is scheduled to have another actuarial study performed in FY19.

To date, the current balance in the OPEB Stabilization Account as of September 30, 2018 is \$5,456,155. The general funds' share is \$4,615,627 and the water enterprise has a balance of \$840,528. At the March 2019 Annual Town Meeting, we are proposing to fund an additional \$1,211,026 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 FY21 and FY22, we have earmarked \$1,418,957 and \$1,632,418 respectively to allocate towards the OPEB Trust.

A link to the GASB 74 and GASB 75 reports can be found [here](#).

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
SUPPORT STAFF	4,984.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
CATEGORY TOTAL	4,984.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
EXPENSES								
ADMIN EXPENSES	4,417.44	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
CATEGORY TOTAL	4,417.44	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
DEBT SERVICE								
EAST BOSTON CAMPS - PRINCIPAL	730,000.00	730,000.00					-100.00%	(730,000.00)
EAST BOSTON CAMPS - INTEREST	58,400.00	29,200.00					-100.00%	(29,200.00)
TOWN HALL - PRINCIPAL	53,400.00	53,400.00	53,400.00	40,850.00	49,450.00	49,450.00	-23.50%	(12,550.00)
TOWN HALL - INTEREST	24,773.58	22,104.00	20,369.00	29,490.00	20,167.00	17,695.00	33.41%	7,386.00
ROUDENBUSH - PRINCIPAL		345,000.00	447,300.00	447,300.00	447,300.00	447,300.00	29.65%	102,300.00
ROUDENBUSH - INTEREST								-
ADAMS PROPERTY - PRINCIPAL			304,803.00	304,803.00	304,803.00	304,803.00		304,803.00
ADAMS PROPERTY - INTEREST								-
INTEREST ON SHORT TERM DEBT		175,000.00					-100.00%	(175,000.00)
CATEGORY TOTAL	866,573.58	1,354,704.00	825,872.00	822,443.00	821,720.00	819,248.00	-39.29%	(532,261.00)
DEPARTMENT TOTAL	875,975.02	1,369,704.00	840,872.00	837,443.00	836,720.00	834,248.00	-38.86%	(532,261.00)

Description of Changes:

The Support Staff and Admin Expenses line items are level funded for FY20. There is currently only one CPC project is permanently bonded and has a debt payment in FY20, and that is for the rehabilitation of the town hall. The last payment for the purchase of East Boston Camps, which

was approved at the February 2005 Special Town Meeting, will be made in FY19. Lastly, the debt payments list for the Roudenbush project and the Acquisition of the Adams Property are only estimated at this point. Both projects could be permanently borrowed in the spring of 2019.

Other Metrics:

Fiscal Year	Revenue History				Total
	Penalties / Interest	CPA Surcharge	CPA - State Share	Earnings on Investments	
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
2017	3,933.95	1,702,514.48	373,932.00	106,405.88	2,186,786.31
2018	4,094.86	1,755,499.88	324,179.00	146,892.05	2,230,665.79
Total	43,040.00	21,299,034.83	11,242,025.00	2,014,843.96	34,598,943.79

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.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
SUPERINTENDENT	109,218.68	113,074.00	115,336.00	115,336.00	115,336.00	115,336.00	2.00%	2,262.00
BUSINESS MANAGER	90,124.86	93,307.00	95,173.00	95,173.00	95,173.00	95,173.00	2.00%	1,866.00
GIS/PROJECT MANAGEMENT ANALYST	-		65,000.00	65,000.00	66,300.00	66,300.00		65,000.00
RECORDS SUPERVISOR	61,089.74	64,938.00	68,434.00	68,434.00	68,173.00	68,173.00	5.38%	3,496.00
ADMIN SECRETARY	51,937.64	54,288.00	56,362.00	56,362.00	56,146.00	56,146.00	3.82%	2,074.00
DEPARTMENT ASSISTANT	20,535.44	27,908.00	29,003.00	29,003.00	29,738.00	30,615.00	3.92%	1,095.00
TREATMENT MANAGER	82,975.87	85,484.00	87,193.00	87,193.00	87,193.00	87,193.00	2.00%	1,709.00
COMPLIANCE MANAGER	77,230.37	79,565.00	81,158.00	81,158.00	81,158.00	81,158.00	2.00%	1,593.00
LABORER	483,146.84	489,861.00	496,689.00	496,689.00	497,925.00	501,204.00	1.39%	6,828.00
SEASONAL STAFF	7,433.79	12,230.00	12,230.00	12,230.00	12,230.00	12,230.00	0.00%	-
SCHEDULED OVERTIME	59,644.69	60,208.00	61,191.00	61,191.00	61,191.00	61,191.00	1.63%	983.00
OVERTIME - NON SCHED	34,812.44	36,513.00	35,000.00	35,000.00	35,000.00	35,000.00	-4.14%	(1,513.00)
STIPENDS / LICENSES	13,800.00	14,750.00	15,400.00	15,400.00	15,400.00	15,400.00	4.41%	650.00
LONGEVITY	15,100.00	16,700.00	17,700.00	17,700.00	19,550.00	20,630.00	5.99%	1,000.00
ON CALL	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	0.00%	-
SICK LEAVE / VACATION BUYBACK	985.30	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
COMPENSATION RESERVE			22,664.00	22,664.00	29,571.00	37,982.00		22,664.00
CATEGORY TOTAL	1,132,735.66	1,174,526.00	1,284,233.00	1,284,233.00	1,295,784.00	1,309,431.00	9.34%	109,707.00

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
EXPENSES								
SPECIAL DETAILS	7,798.28	7,000.00	8,000.00	8,000.00	8,000.00	8,000.00	14.29%	1,000.00
UNIFORM ALLOWANCES	7,964.22	8,100.00	8,600.00	8,600.00	8,600.00	8,600.00	6.17%	500.00
ELECTRICITY	177,673.51	210,000.00	210,000.00	210,000.00	210,000.00	210,000.00	0.00%	-
HEATING FUEL	38,473.85	35,000.00	40,000.00	40,000.00	40,000.00	40,000.00	14.29%	5,000.00
BUILDING MAINTENANCE	51,708.59	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
VEHICLE MAINTENANCE	12,825.04	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
OFFICE EQUIPMENT MAINTENANCE	3,078.48	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
IT MAINTENANCE SUPPORT	14,908.23	18,000.00	25,000.00	25,000.00	26,000.00	27,000.00	38.89%	7,000.00
WATER INFRASTRUCTURE MAINT.	89,848.47	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
WELL REPAIRS / IMPROVEMENTS	92,140.82	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
LEAK SURVEY SERVICES	5,412.00	5,000.00	6,000.00	6,000.00	6,000.00	6,000.00	20.00%	1,000.00
LABORATORY SERVICES	38,972.61	45,000.00	40,000.00	40,000.00	40,000.00	40,000.00	-11.11%	(5,000.00)
LEGAL SERVICES	-	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DRUG AND ALCOHOL TESTING	500.00	550.00	550.00	550.00	550.00	550.00	0.00%	-
TRAINING & DEVELOPMENT	5,223.00	10,000.00	6,000.00	6,000.00	7,000.00	7,000.00	-40.00%	(4,000.00)
ENGINEERING SERVICES	25,435.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
CONTRACTED SERVICES	7,246.09	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
POSTAGE	19,537.90	16,000.00	20,000.00	20,000.00	22,000.00	22,000.00	25.00%	4,000.00
TELEPHONE	13,744.95	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%	-
ADVERTISING - LEGAL	1,039.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
CONSUMER AWARENESS	7,026.76	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	0.00%	-
GASOLINE	16,559.14	15,000.00	20,000.00	20,000.00	20,000.00	20,000.00	33.33%	5,000.00
OFFICE SUPPLIES	7,315.22	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
HARDWARE SUPPLIES	4,668.25	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
OFFICE EQUIPMENT	120.63							
RESURFACE MATERIAL	9,411.75	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
WELL TREATMENT / CHEMICALS	181,195.56	250,000.00	225,000.00	225,000.00	225,000.00	225,000.00	-10.00%	(25,000.00)
PIPE & PIPE SUPPLIES	48,125.25	270,000.00	70,000.00	70,000.00	70,000.00	70,000.00	-74.07%	(200,000.00)
METER REPLACEMENT	59,793.04	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
HYDRANT REPLACEMENTS	13,789.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
DEP ASSESSMENTS	5,057.69	5,000.00	5,100.00	5,100.00	5,100.00	5,100.00	2.00%	100.00
MEETINGS & CONFERENCES	103.79	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES AND MEMBERSHIPS	3,687.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	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	432,309.00	454,145.00	480,338.00	440,494.00	484,543.00	523,307.00	-3.01%	(13,651.00)
BILL OF PRIOR YEAR	925.23							-
ENCUMBRANCES	26,877.00							-
CATEGORY TOTAL	1,460,494.35	1,784,295.00	1,600,088.00	1,560,244.00	1,608,293.00	1,648,057.00	-12.56%	(224,051.00)

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
RESERVE FUND								
EMERGENCY RESERVE FUND	-	450,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-44.44%	(200,000.00)
TRANSFERS	-	(200,000.00)					-100.00%	200,000.00
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	97,414.80	98,818.00	100,657.00	100,657.00	100,269.00		1.86%	1,839.00
MWPAT FILTRATION 1 - INTEREST	7,021.29	4,643.00	2,361.00	2,361.00			-49.15%	(2,282.00)
MWPAT FEES	885.00	675.00	458.00	458.00	233.00		-32.15%	(217.00)
MWPAT FILTRATION 2 - PRINCIPAL	459,516.31	485,395.00	481,374.00	481,374.00	501,894.00	525,119.00	-0.83%	(4,021.00)
MWPAT FILTRATION 2 - INTEREST	57,848.05	46,926.00	36,059.00	36,059.00	24,457.00	12,188.00	-23.16%	(10,867.00)
MWPAT FEES	5,921.25	4,920.00	3,885.00	3,885.00	2,816.00	1,710.00	-21.04%	(1,035.00)
UPGRADE BYRNE AVE MAIN - PRINCIPAL	34,000.00	34,000.00	20,000.00	20,000.00	20,000.00	24,000.00	-41.18%	(14,000.00)
COUNTRY ROAD II WELL & PUMP HOUSE	100,000.00							-
STEPINSKI LAND - PRINCIPAL	41,000.00	41,000.00	25,000.00	25,000.00	25,000.00	26,000.00	-39.02%	(16,000.00)
UPGRADE BYRNE AVE MAIN - INTEREST	3,490.00	5,195.00	5,120.00	5,120.00	4,120.00	3,120.00	-1.44%	(75.00)
COUNTRY ROAD II WELL & PUMP HOUSE	4,000.00							-
STEPINSKI LAND - INTEREST	4,135.00	6,118.00	5,880.00	5,880.00	4,630.00	3,380.00	-3.89%	(238.00)
WPAT PERCHLORATE CONTRACT 1 - PR	3,396.63	3,465.00	3,535.00	3,535.00	3,606.00	3,679.00	2.02%	70.00
WPAT PERCHLORATE CONTRACT 2 - PR	48,144.94	49,116.00	50,106.00	50,106.00	51,117.00	52,148.00	2.02%	990.00
WPAT PERCHLORATE CONTRACT 1 - IN	1,052.41	984.00	914.00	914.00	842.00	770.00	-7.11%	(70.00)
WPAT PERCHLORATE CONTRACT 2 - IN	14,917.23	13,945.00	12,952.00	12,952.00	11,940.00	10,908.00	-7.12%	(993.00)
MWPAT FEES	1,197.72	1,120.00	1,040.00	1,040.00	959.00	876.00	-7.14%	(80.00)
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	65,000.00	65,000.00	70,000.00	70,000.00	70,000.00	70,000.00	7.69%	5,000.00
GRANITEVILLE UPGRADE MAIN-INTEREST	30,837.50	29,538.00	28,238.00	28,238.00	26,838.00	25,437.00	-4.40%	(1,300.00)
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	11,225.00	10,725.00	10,225.00	10,225.00	9,725.00	9,225.00	-4.66%	(500.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)	18,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
GRANITEVILLE MAIN (PATRIOT TO MAIN)	9,410.00	8,690.00	8,090.00	8,090.00	7,490.00	7,040.00	-6.90%	(600.00)
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL	23,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
PLEASANT ST MAIN (ABBOT TO PINE)-INTEREST	11,782.50	10,863.00	10,112.00	10,112.00	9,363.00	8,800.00	-6.91%	(751.00)
SUBTOTAL - ISSUED BONDS	1,078,195.63	991,136.00	946,006.00	946,006.00	945,299.00	854,400.00	-4.55%	(45,130.00)
PROSPECT HILL WATER TANK		296,000.00	296,000.00	296,000.00	289,200.00	282,400.00	0.00%	-
VINE BROOK WATER MAIN EXTENSION BETTERMENT		43,680.00	43,680.00	43,680.00	136,900.00	136,900.00	0.00%	-
ROUTE 40 @ DUNSTABLE ROAD		12,000.00	12,000.00	12,000.00	47,500.00	46,375.00	0.00%	-
TOWN FARM TANK REHABILITATION			28,800.00	28,800.00	114,000.00	111,300.00		28,800.00
NABNASSET AREA WATER SYSTEM IMPROVEMENTS					37,440.00	152,100.00		-
FILTER MEDIA REPLACEMENT (NUTTING RD TREATMENT FACILITY)					15,600.00	63,375.00		-
BOSTON ROAD 12" WATER MAIN						42,000.00		
FORGE VILLAGE PUMP STATIONS 1&2 UPGRADES						12,740.00		
SUBTOTAL - NON-ISSUED BONDS	-	351,680.00	380,480.00	380,480.00	640,640.00	847,190.00	8.19%	28,800.00
CATEGORY TOTAL	1,078,195.63	1,342,816.00	1,326,486.00	1,326,486.00	1,585,939.00	1,701,590.00	-1.22%	(16,330.00)
DEPARTMENT TOTAL	3,671,425.64	4,551,637.00	4,460,807.00	4,420,963.00	4,740,016.00	4,909,078.00	-2.87%	(130,674.00)

Goals:**Business**

- Maintain Accounts Receivables at 20 days DSO or Less.
- Maintain over 60 days 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 150 Residential 5/8" Meters.
- Create Electronic Applications/Forms for Final Readings and Service Requests
- Promote Electronic Bill Delivery and Customer Service Notifications.

Environmental Compliance/Regulatory

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Develop Targeted Consumer Awareness Education Materials to 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 Disinfection By-Product Concentrations through process adjustments and distribution system analysis.
- Conduct Survey and Assess Vulnerability of the Wellhead Protection Area Zone II.
- Finalize, Publish, and Implement Departmental Health and Safety Plan.

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. Install Hydrant Asset ID Tags.
- Paint 500 Fire Hydrants.

- Test all source meters for water auditing purposes.
- Clean and redevelop two Water Supply Wells (Nutting Road Well & Country Road Well).
- Maintain Unaccounted for Water at less than 10%.

Description of Changes:

- The **FY 2020 Capital Budget** request for bonded projects is **\$1,200,000** (Bonded) for the Rehabilitation of the Town Farm water tank. **Non-Bonded Capital** requests of **\$356,759** for the following projects: 1) **\$278,919** for the replacement of water main on Jonas Road and Emerson Road, 2) **\$35,000** to replace a 4x4 SUV, and 3) **\$42,840** to upgrade the Uninterrupted Power Supplies for Forge Village & Nutting Road Treatment facilities. The water main replacement project for Jonas Road and Emerson Road will require a \$500,000 appropriation that will be funded from the following sources; 1) \$278,919 of non-bonded capital from the Water Department's free cash and \$221,081 from four previously funded water main replacement projects. ‘
- The **FY 2020 Debt Service** budget **decreased** by **\$16,330** or 1.2% based on the refinancing of the Stepinski Land bond and the Upgrade Byrne Avenue bond.
- The **FY 2020 Personnel Services** expenses **increased** by **\$109,706** or 9.3% from the prior fiscal year's budget. The major factors for the increase were the additional request for a GIS/Project Administrator position for \$65,000 and a \$22,664 increase for a compensation salary reserve. The percentage increase change from FY 2019 is skewed due to the elimination of a utility specialist in FY 2019's budget of \$55,000.
- The **FY 2020 Operating & Maintenance** expense budget **increased** by **\$11,979** from the FY 2019 budget or a 0.76% increase. Many of the expense categories were adjusted to reflect spending trends. The most significant increase was **\$22,379** for Indirect Costs which are allocated for various Town services. Health Insurance, Retirement expenses and Business Insurance expenses are included in Indirect Costs and contribute to the bulk of the anticipated increases in FY 2020 which comprises the time period from July 1, 2019 through June 30, 2020. (please refer to the" M&O" Expense Detail document)
- Included in the FY 2020 budget package is a section named **"Westford Water Long Range Plan Projections"** which projects future water rates through FY 2029. The current LRP indicates that the water rates should be adequate through FY 2020. An 8% rate increase is projected for FY 2021 which will be the first rate increase since 2009 (12 years). These projections include future capital requirements and debt service requirements based on the **2017 Master Plan**. Details of specific Capital Improvements are noted in Capital Summary schedule which displays projects through FY 2027.

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.

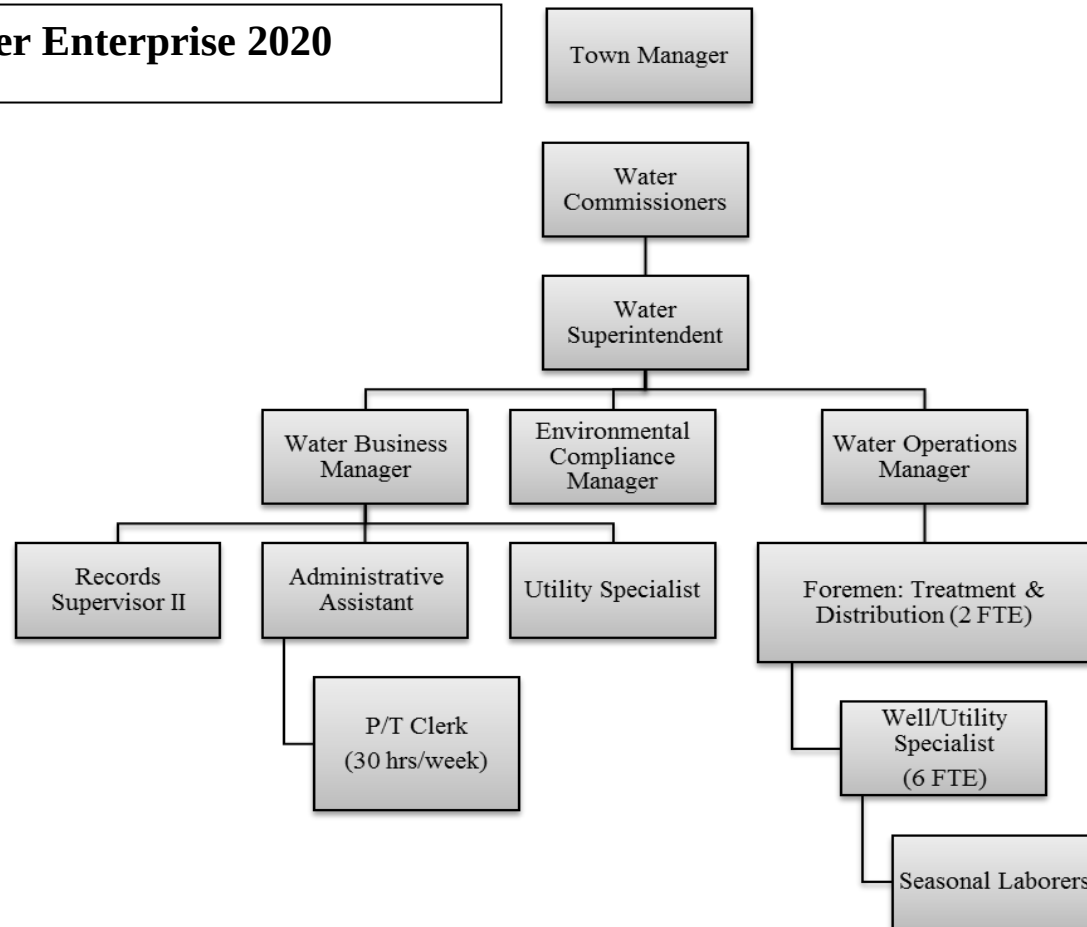
The Town, currently permitted to withdraw up to 2.44 million gallons per day (MGD), is likely to see its permitted allowance reduced to 1.79 MGD. Additionally, we expect that the allowable RCPGD use will be reduced from 80 to 65 gallons and UAW from 15% to 10%. The Town of Westford's total groundwater 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.

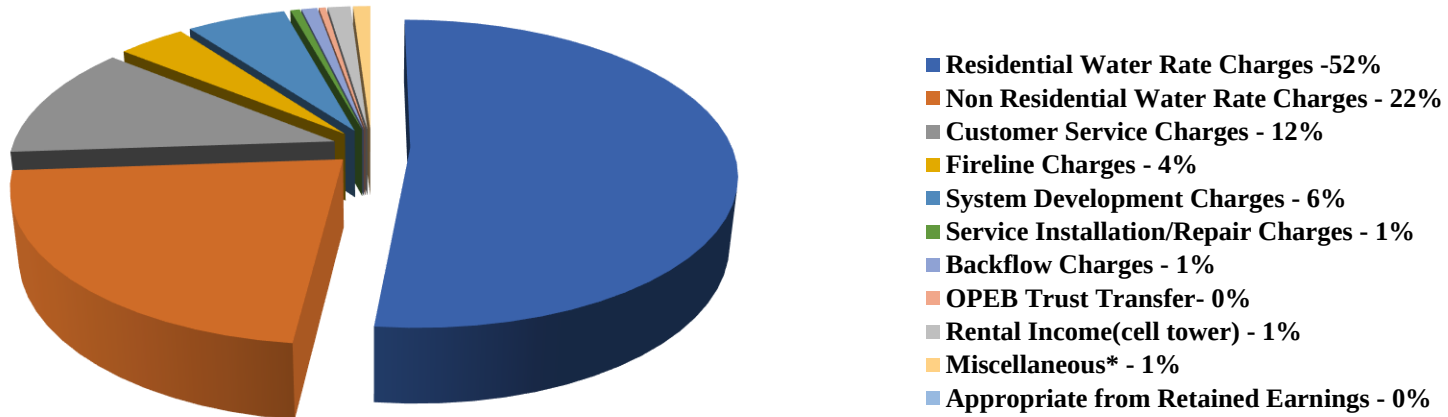
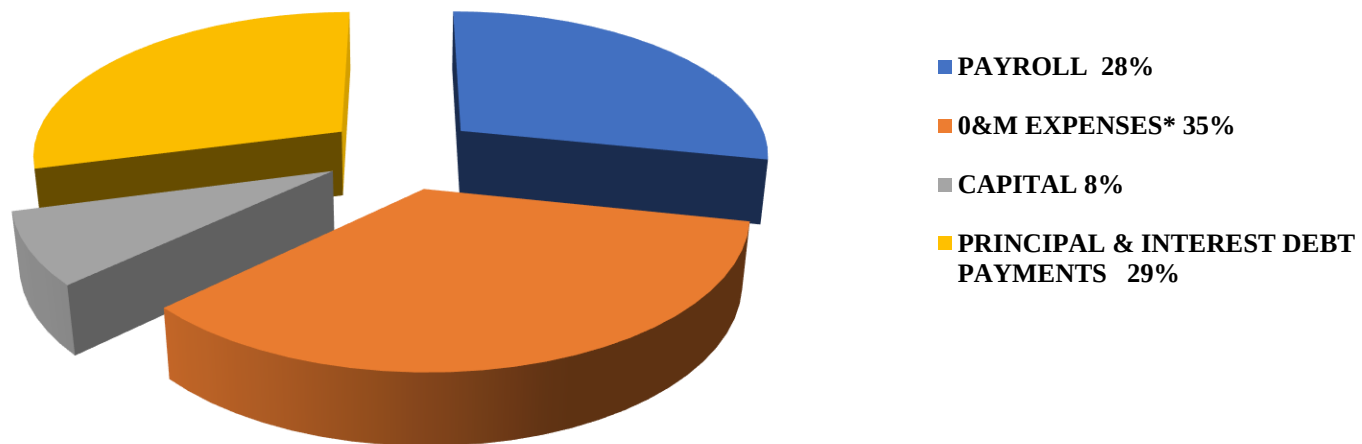
Current demand projections predict the average day demand in Westford in 2030 will reach 2.0 million gallons per day. To meet this demand, the Town will likely need to request an increase to its permit above the expected 1.71 MGD, which could require costly gallon for gallon mitigating measures, such 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	Stipends/Licenses	Total
Water Superintendent	1.0	EXEM	115,336.00	600.00	1,450.00	117,386.00
Business Manager	1.0	EXEM	95,173.00	600.00		95,773.00
GIS Project Management Analys	1.0		65,000.00			65,000.00
Records Supervisor II	1.0	CWA	68,434.00	1,600.00		70,034.00
Administrative Assistant	1.0	CWA	56,362.00	600.00		56,962.00
Department Assistant	0.8	CWA	29,003.00			29,003.00
Water Operations Manager	1.0	EXEM	87,193.00	1,600.00	1,650.00	90,443.00
Environmental Compliance Mana	1.0	EXEM	81,158.00	600.00	1,300.00	83,058.00
Water Foreman	2.0	CWA	141,145.00	5,200.00	2,150.00	148,495.00
Water Laborer	6.0	CWA	355,544.00	6,900.00	8,850.00	371,294.00
Seasonal Staff			12,230.00			12,230.00
Scheduled Overtime			61,191.00			61,191.00
Overtime - Non Scheduled			35,000.00			35,000.00
On Call			24,700.00			24,700.00
Sick Leave / Vacation Buyback			1,000.00			1,000.00
Compensation Reserve			22,664.00			22,664.00
Total Personal Services	15.8		1,251,133.00	17,700.00	15,400.00	1,284,233.00

Water Enterprise 2020

FY 2020 WATER REVENUES**FY 2020 OPERATING BUDGET**

ORG	DESCRIPTION	FY20 % Allocation	FY20 TMgr Rec	FY20 Allocation TMgr Rec
INDIRECT COSTS				
123	TOWN MANAGER	2.21%	433,100	9,579
132	FINANCE DIRECTOR	2.21%	137,175	3,034
135	ACCOUNTING	2.21%	272,256	6,021
135	AUDIT SERVICES	2.21%	37,500	829
145	TREASURER/COLLECTOR - PERS SVCS	2.21%	252,704	5,589
152	HUMAN RESOURCES	1.86%	224,215	4,175
155	TECHNOLOGY-Personal Services	2.21%	437,063	9,666
155	TECHNOLOGY-Munis - Charged Directly	2.21%		0
	GENERAL INSURANCE:			
	Workers Compensation	4.50%	431,483	19,415
	Unemployment Compensation	1.86%	80,000	1,490
	Comprehensive Liability	5.94%	162,062	9,627
	Excess Umbrella Liability	8.27%	12,067	998
	Auto Liability	7.79%	85,772	6,678
	Public Officials Liability	0.00%	31,555	0
	General Liability Insurance	22.59%	51,785	11,699
	Total Indirect Costs			88,802
DIRECT COSTS				
	HEALTH INSURANCE ACTIVE EMPLOYEES	100.00%		133,622
	HEALTH INSURANCE RETIRED EMPLOYEES	100.00%		18,582
	LIFE INSURANCE ACTIVE EMPLOYEES	100.00%		94
	LIFE INSURANCE RETIRED EMPLOYEES	100.00%		4
	F.I.C.A. MEDICARE	100.00%		12,800
	RETIREMENT	4.09%	5,152,765	210,806
	Total Direct Costs			375,908
	Less Credit Due From FY18 Actual Expenses			(5,660)
TOTAL FOR WATER ENTERPRISE				459,050
	Direct and Indirect Budget			440,464
	OPEB Trust			18,586

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 services designed to meet the year-round interests of the community. Programs and activities are provided in an efficient, cost-effective, affordable, and inclusive manner.

Goals:

- Continue to offer year-round affordable programs and services for the widely varied demographic in Westford.
- Develop relationships with community partners and leverage available resources to improve services and offset operating expenses.
- Increase financial transparency through streamlined budget documents.
- Successfully transition operations to the newly renovated Roudenbush facility at 65 Main Street.

Programs & Services:

The Recreation Enterprise budget is funded primarily, 97%, via revenue derived from programming fees, supplemented with a small appropriation from the General Fund of \$45,938, or 3%. This is \$47,299 less than the FY19 general fund supplement of \$93,237 due to a substantial one-time credit applied to the FY20 direct and indirect expense. The policy for direct and indirect costs requires the town to calculate the actual expenses incurred by each enterprise for the most recently completed fiscal year. That credit or additional charge is then applied to the following years' direct and indirect expense calculation. In FY18, Recreation had several employees not enroll in the town's health insurance creating a one-time credit of \$56,457 that is applied to the FY20 budget. This figure will continue to fluctuate from year to year.

The Recreation Enterprise budget funds the salaries of all Recreation Management and Administration, program staff, direct costs of employee benefits (Health, F.I.C.A., Medicare, Retirement), a portion of 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), and all program related expenses.

Examples of programming include:

- **Adult**-Aikido, Archery, Badminton, CPR/AED/First Aid, Cardio and Fitness Fun, Couch to 5K, Adult Premier Golf School with Seth Dichard, Qi Gong and Tai Chi, Tennis, Volleyball (Co-ed) Beginner to Intermediate
- **Youth**-Junior Premier Golf School with Seth Dichard, Fall Cross Country Track, Nitehawks Winter Indoor Track and Field, Junior Volleyball for Girls, Impact Speed & Agility with D.J. Brock

- **Pre-school**-FitPlay, Lil' Chippers Golf, No-Bake Cooking for Little Chefs, Soccer for Pre-K/Kindergarten, Soccer for Tiny-Tots, Hockey - Nashoba Learn to Play Hockey & Learn to Skate
- **Weekly Summer Programming**- During the summer our department offers a variety of weekly programs for ages 4-16 that keep participants engaged, active, and entertained. Some of these programs include Ready-Set-GO, Kids Club, and Destination Exploration. Each of these programs has a variety of activities, including sports, fishing, swimming, swim lessons, arts and crafts, and field trips to name a few. The department also offers a Leadership program. Teenage participants in this program are exposed to a curriculum that teaches the skills and abilities necessary to succeed in a working environment. Many Leadership participants secure employment as program counselors within our department.
- **Westford Partnership for Children (WPC)** is an afterschool enrichment program run by the Recreation Department, in partnership with the Westford Public Schools. WPC is offered in all six elementary schools and at Stonybrook Middle School. Programming begins at the close of school each day and runs through 6:00 pm. Each day is divided into 3 activity blocks, with a variety of activities including homework club, computers, STEM, sports & games, and arts & crafts. The WPC program offers exceptional quality, flexibility and affordability to parents, and continues to be one of the most popular programs run by the department.

Description of Changes:

In past years, Westford Recreation has utilized several different budget funds to provide services. Beginning with the FY19 budget, we began consolidating multiple Recreation budgets into the Recreation Enterprise Fund. This transition improves financial transparency and simplifies internal accounting procedures for Recreation related services. In FY20, we continue to restrict use of the 53D Revolving Fund and record program related revenues and expenses in the Recreation Enterprise Fund.

Personal Services: In February of 2018 the Town Manager hired a new Director of Parks, Recreation, Grounds and Cemetery resulting in a slight increase in the associated personal services line. There are other fluctuations in the personal services lines that reflect small increases associated with union contracts, as well as small decreases associated with staff turnover.

Expenses:

There are several fluctuations in expense lines as we continue working towards streamlining budgets and capturing Recreation related expenses and revenues in the appropriate lines within the Recreation Enterprise. The increase in Youth Expense line is associated largely with one program now being run by a vendor and not by an employee. The vendor expense to run the program is now captured in this line item. The Recreation Department is scheduled to relocate from leased space at 22 Town Farm Road to the newly renovated 65 Main Street facility in January of 2019. This move results in the elimination of \$24,800 between the Building Lease line and the Additional Building Expense lines. The successful transition of crew related programming to Westford Academy results in the elimination of crew related expenses and revenues in the Recreation Enterprise budget.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	25,857.00	108,707.00	110,338.00	110,338.00	110,338.00	110,338.00	1.50%	1,631.00
ASSISTANT DIRECTOR	67,970.00	79,263.00	81,957.00	81,957.00	84,744.00	87,626.00	3.40%	2,694.00
OFFICE MANAGER	46,800.00	63,094.00	63,579.00	63,579.00	63,337.00	65,294.00	0.77%	485.00
RECREATION SUPERVISOR/ASST	507,693.42	485,309.00	476,552.00	476,552.00	493,053.00	505,720.00	-1.80%	(8,757.00)
OTHER RECREATION STAFF	280,252.50	446,350.00	447,500.00	447,500.00	469,875.00	493,369.00	0.26%	1,150.00
SHARED - LONGEVITY	6,210.50	5,341.00	6,196.00	6,196.00	7,350.00	8,322.00	16.01%	855.00
CATEGORY TOTAL	934,783.42	1,188,064.00	1,186,122.00	1,186,122.00	1,228,697.00	1,270,669.00	-0.16%	(1,942.00)
EXPENSES								
ELECTRICITY	1,658.44	2,700.00	719.00	719.00	740.00	765.00	-73.37%	(1,981.00)
HEATING FUEL	2,432.05	1,000.00					-100.00%	(1,000.00)
WATER	244.28	225.00	235.00	235.00	225.00	225.00	4.44%	10.00
BUILDING MAINTENANCE	1,859.59	800.00	800.00	800.00	800.00	800.00	0.00%	-
BUILDING LEASE	22,664.00	24,000.00					-100.00%	(24,000.00)
ADD'L BUILDING EXPENSES - LEASED	589.46	800.00					-100.00%	(800.00)
CONTRACTED SERVICES			1,500.00	2,500.00	1,500.00	1,500.00		2,500.00
PRINTING SERVICES	5,798.86	9,000.00	9,000.00	6,000.00	9,000.00	9,000.00	-33.33%	(3,000.00)
FIELD TRIPS	679.00	12,000.00	14,000.00	14,000.00	14,000.00	14,000.00	16.67%	2,000.00
RECREATION SQUIRT EXPENSE	45.14	6,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-75.00%	(4,500.00)
RECREATION YOUTH EXPENSE	14,971.00	17,000.00	40,000.00	40,000.00	45,000.00	45,000.00	135.29%	23,000.00
RECREATION ADULT EXPENSE	3,027.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
RECREATION WPC/REC CLUB EXP	17,463.05	40,000.00	37,000.00	37,000.00	40,000.00	40,000.00	-7.50%	(3,000.00)
RECREATION SUMMER WEEKLY EXP	8,117.78	21,000.00	15,000.00	15,000.00	15,000.00	15,000.00	-28.57%	(6,000.00)
RECREATION ROWING/CREW EXP	6,645.62	17,438.00					-100.00%	(17,438.00)
RECREATION WATERFRONT EXP	3,997.43	18,000.00	10,000.00	10,000.00	10,000.00	10,000.00	-44.44%	(8,000.00)
RECREATION BROCHURE EXPENSE	1,362.66	10,000.00	7,000.00	7,000.00	7,000.00	7,000.00	-30.00%	(3,000.00)
SUPPLIES	230.48		5,000.00	-	5,000.00	5,000.00		
GASOLINE			314.00	314.00	314.00	314.00		314.00
OFFICE SUPPLIES	-	100.00	1,500.00	1,000.00	1,500.00	1,500.00	900.00%	900.00
OTHER RECREATION SUPPLIES			1,000.00	6,000.00	1,000.00	1,000.00		6,000.00
PROGRAMS AND ACTIVITIES	738.16	-						-
TRAVEL-MILEAGE	1,934.82	1,200.00	2,000.00	2,000.00	2,000.00	2,000.00	66.67%	800.00
MEETINGS & CONFERENCES	125.00	125.00	1,839.00	1,839.00	1,839.00	1,839.00	1371.20%	1,714.00
DUES AND MEMBERSHIPS	250.00	250.00	188.00	188.00	188.00	188.00	-24.80%	(62.00)
DIRECT/INDIRECT COSTS	312,668.00	242,283.00	242,283.00	109,721.00	242,283.00	242,283.00	-54.71%	(132,562.00)
ENCUMBRANCES								-
CATEGORY TOTAL	407,501.82	432,921.00	399,878.00	264,816.00	407,889.00	407,914.00	-38.83%	(168,105.00)
DEPARTMENT TOTAL	1,342,285.24	1,620,985.00	1,586,000.00	1,450,938.00	1,636,586.00	1,678,583.00	-10.49%	(170,047.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	110,338.00		110,338.00
Asst. Director	1.0	OPEIU	81,957.00	1,100.00	83,057.00
Office Manager	1.0	OPEIU	63,579.00	600.00	64,179.00
Rec Supervisor - Union	9.6	OPEIU	476,552.00	4,496.00	481,048.00
Other Recreation Staff		NON	447,500.00		447,500.00
Total Personal Services	12.6		1,179,926.00	6,196.00	1,186,122.00

Other Metrics:

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

ORG	DESCRIPTION	FY20 % Allocation	FY20 TMR	FY20 Allocation TMR
INDIRECT COSTS				
123	TOWN MANAGER	1.25%	433,100	5,412
135	ACCOUNTING	1.25%	137,175	1,714
135	AUDIT SERVICES	1.25%	272,256	3,402
137	BUDGET DIRECTOR	1.25%	37,500	469
145	TREASURER/COLLECTOR - PERS SVCS	1.25%	252,704	3,158
152	HUMAN RESOURCES	1.72%	224,215	3,856
155	TECHNOLOGY-Personal Services	1.25%	437,063	5,461
	Workers Compensation	5.62%	431,483	24,255
	Unemployment Compensation	1.72%	80,000	1,376
	Comprehensive Liability	1.25%	162,062	2,034
	Excess Umbrella Liability	1.65%	12,067	199
	Auto Liability	4.74%	85,772	4,067
	Public Officials Liability	0.00%	31,555	0
	General Liability Insurance	0.00%	51,785	0
	SUBTOTAL			55,402
DIRECT COSTS				
	HEALTH/LIFE INSURANCE	100.00%		55,112
	F.I.C.A. MEDICARE	1.45%		15,347
	RETIREMENT	2.53%	5,152,765	130,611
	DIRECTOR OF PARKS & GROUNDS SALARY	-60.00%	110,338	(66,203)
	ASST RECREATION DIRECTOR SALARY	-10.00%	81,957	(8,196)
	OFFICE MANAGER SALARY	-25.00%	63,579	(15,895)
	SUBTOTAL			110,776
	FY20 ASSESSMENT			166,178
	FY18 Adjustment Based on Actual Expenses			(56,457)
TOTAL FOR RECREATION ENTERPRISE				109,721

640 Ambulance Enterprise

Mission Statement:

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

Goals:

- To work with the emergency physicians 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 Guidelines (SOG's).
- Ongoing review of ALS billing agreements with neighboring communities.
- Work with our Billing Company to make sure our Billing System is efficient and adjust as necessary.
- To develop an in-house training program by looking at new training and tracking software that conforms to the National Registry of EMTs Continuing Education requirements.
- Evaluate Fire Department staffing issues by looking at options of increasing overtime and the staffing of an ambulance at the Nabnasset Station in the future.
- Adding additional Personnel to bring staffing levels up to 11 per shift and additionally a full-time EMS Coordinator.

Description of Changes:

- Ambulance Enterprise Budget total increase of 2.59%.
- We are in the last year of the IAFF union contract which is reflected in the FY20 Personal Services Budget.
- Ambulance salaries are decreasing due to the addition of two new personnel that will be placed in Ambulance Enterprise at a lower step.
- Overtime is increasing 2.22% 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 FY18 Fire/Ambulance overtime, there were a total 18,690 hours taken off and 8,119 (43.4%) overtime hours filled at an average rate of \$49.43.
- The increase of 15.02% in uniform allowances is to cover contractual obligations.
- Educational incentive pay increases in the Personnel Budgets represents an increase in Firefighters seeking education.
- The increase in Health/Medical Supplies reflects the increase in call volume and Actual FY18 expenses.

- Equipment maintenance increase due to Maintenance/Service contract for cardiac monitors and the cost to repair older equipment.
- Most of the Fire/Ambulance Operating Budget changes are due to adjustments in the natural gas, electricity, gasoline and diesel estimates and Building Maintenance cost estimates as we moved into our new Facility on 11/1/2018 and have not established a history.

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	599,762.00	3,600.00	-	22,270.00	25,181.00	650,813.00
Call EMTs			300.00					300.00
Overtime			128,800.00					128,800.00
Holiday Overtime			10,948.00					10,948.00
Training Wages			28,000.00					28,000.00
Total Personal Services	9.0		767,810.00	3,600.00	-	22,270.00	25,181.00	818,861.00

Other Metrics: There were 1,315 total billable calls in FY2018 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$1,127,688 and total collections of \$912,612. Medicare patients are represented at 20% of the Gross Billing but also accounted for 46% of mandatory deductions.

There were 787 billable ALS calls in FY2018 vs. 528 BLS calls. The average ALS billable amount was \$1,989 vs. BLS of \$1,540. \$223,745 of ambulance billing was written off in FY2018 with 50% of that being residents.

There was \$107,500 that was sent to collections, with over 90% of that figure made up of non-residents.

DESCRIPTION	FISCAL 2018 ACTUAL	FISCAL 2019 BUDGET	FISCAL 2020 REQUEST	FISCAL 2020 TMR	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2020 % INC/DEC	FISCAL 2020 \$ INC/DEC
PERSONAL SERVICES								
FIREFIGHTERS	567,705.10	606,418.00	599,762.00	599,762.00	611,110.00	621,086.00	-1.10%	(6,656.00)
CALL EMTS	135.90	500.00	300.00	300.00	300.00	300.00	-40.00%	(200.00)
OVERTIME	125,397.87	126,000.00	128,800.00	128,800.00	131,376.00	134,004.00	2.22%	2,800.00
HOLIDAY OVERTIME	10,763.64	10,755.00	10,948.00	10,948.00	10,948.00	10,948.00	1.79%	193.00
TRAINING	26,666.49	26,000.00	28,000.00	28,000.00	28,560.00	29,132.00	7.69%	2,000.00
EDUCATION INCENTIVE PAY	31,025.42	29,159.00	22,270.00	22,270.00	22,337.00	22,337.00	-23.63%	(6,889.00)
HOLIDAY PAY	24,378.46	25,558.00	25,181.00	25,181.00	25,756.00	26,177.00	-1.48%	(377.00)
LONGEVITY	2,650.00	5,200.00	3,600.00	3,600.00	3,850.00	3,850.00	-30.77%	(1,600.00)
CATEGORY TOTAL	788,722.88	829,590.00	818,861.00	818,861.00	834,237.00	847,834.00	-1.29%	(10,729.00)
EXPENSES								
UNIFORM ALLOWANCE	11,070.14	8,325.00	9,575.00	9,575.00	8,325.00	8,325.00	15.02%	1,250.00
ELECTRICITY	5,316.64	8,250.00	8,415.00	8,415.00	8,584.00	8,756.00	2.00%	165.00
NATURAL GAS	3,848.77	4,000.00	4,080.00	4,080.00	4,162.00	4,246.00	2.00%	80.00
WATER	657.97	600.00	650.00	650.00	663.00	677.00	8.33%	50.00
BUILDING MAINTENANCE	4,875.17	4,000.00	5,250.00	5,250.00	5,355.00	5,463.00	31.25%	1,250.00
VEHICLE MAINTENANCE	4,312.17	7,000.00	7,500.00	7,000.00	7,650.00	7,803.00	0.00%	-
EQUIPMENT MAINTENANCE	7,216.26	9,000.00	9,000.00	9,000.00	9,180.00	9,364.00	0.00%	-
COMMUNICATION EQUIPMENT MAINT	985.77	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
LAUNDRY SERVICES	-	200.00	200.00	-	204.00	209.00	-100.00%	(200.00)
TRAINING & DEVELOPMENT	3,737.95	13,700.00	13,700.00	13,700.00	13,974.00	14,254.00	0.00%	-
CONTRACTED SERVICES	55,427.34	60,000.00	44,000.00	62,000.00	44,880.00	45,778.00	3.33%	2,000.00
POSTAGE	170.52	150.00	200.00	200.00	204.00	209.00	33.33%	50.00
ADVERTISING - GENERAL	-	100.00	100.00	100.00	102.00	105.00	0.00%	-
PRINTING SERVICES	83.48	300.00	200.00	200.00	204.00	209.00	-33.33%	(100.00)
GASOLINE	10,634.82	14,450.00	14,739.00	14,739.00	15,034.00	15,335.00	2.00%	289.00
OFFICE SUPPLIES	495.14	500.00	600.00	600.00	612.00	625.00	20.00%	100.00
CUSTODIAL/CLEANING SUPPLIES	1,121.65	300.00	800.00	1,000.00	816.00	833.00	233.33%	700.00
VEHICULAR PARTS & ACCESSORIES	8,374.55	7,500.00	8,000.00	8,000.00	8,160.00	8,324.00	6.67%	500.00
VEHICULAR TIRES & TUBES	4,191.84	3,000.00	3,500.00	3,500.00	3,570.00	3,642.00	16.67%	500.00
HEALTH / MEDICAL SUPPLIES	64,838.32	70,000.00	72,000.00	72,000.00	73,440.00	74,909.00	2.86%	2,000.00
OXYGEN	960.00	1,250.00	1,100.00	1,100.00	1,122.00	1,145.00	-12.00%	(150.00)
MEETINGS & CONFERENCES	944.14	1,200.00	1,000.00	1,000.00	1,020.00	1,041.00	-16.67%	(200.00)
DUES & MEMBERSHIPS	3,350.00	4,000.00	3,500.00	3,500.00	3,570.00	3,642.00	-12.50%	(500.00)
DIRECT/INDIRECT COSTS	385,245.00	341,908.00	348,747.00	380,831.00	355,722.00	362,837.00	11.38%	38,923.00
ENCUMBRANCES	608.00							-
CATEGORY TOTAL	578,465.64	561,233.00	558,356.00	607,940.00	568,083.00	579,292.00	8.32%	46,707.00
DEPARTMENT TOTAL	1,367,188.52	1,390,823.00	1,377,217.00	1,426,801.00	1,402,320.00	1,427,126.00	2.59%	35,978.00

ORG	DESCRIPTION	FY20 % Allocation	FY20 TMR	FY20 Allocation TMR
INDIRECT COST				
123	TOWN MANAGER	0.98%	433,100	4,232
132	FINANCE DIRECTOR	0.98%	137,175	1,340
135	ACCOUNTING	0.98%	272,256	2,660
135	AUDIT SERVICES	0.98%	37,500	366
145	TREASURER/COLLECTOR - PERS SVCS	0.98%	252,704	2,469
152	HUMAN RESOURCES	1.19%	224,215	2,662
155	TECHNOLOGY-Personal Services	0.98%	437,063	4,271
220	FIRE ADMIN/CLERICAL	22.58%	364,151	82,233
945	GENERAL INSURANCE			
	Workers Compensation	0.00%	431,483	0
	Unemployment Compensation	1.19%	80,000	950
	Comprehensive Liability	0.98%	162,062	1,584
	Excess Umbrella Liability	0.98%	12,067	118
	Auto Liability	0.98%	85,772	838
	Public Officials Liability	1.19%	31,555	375
	Police & Fire Liability	10.38%	65,000	6,746
	General Liability Insurance	0.98%	51,785	506
Total Indirect Costs				111,352
DIRECT COST				
	HEALTH/LIFE INSURANCE	100.00%		111,903
	F.I.C.A. MEDICARE	1.45%		9,946
	RETIREMENT	2.73%	5,152,765	140,588
Total Direct Costs				262,437
FY18 Adjustment Based on Actual Expenses				7,043
TOTAL FOR AMBULANCE ENTERPRISE				380,831