

*March 28, 2015*

# Fiscal Years 2016-2018

## Town of Westford Budget



Jodi Ross

Town of Westford

Fiscal Years 2016-2018

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## BOARD OF SELECTMEN FISCAL YEAR 2016 BUDGET POLICY DIRECTION

The Town Manager will prepare the FY16 operating budget and a three year projection of expenses and revenue. The FY16 budget should:

- Fund all debt obligations first.
- Satisfy existing and anticipated future contractual and mandated obligations.
- Develop a long-term plan to address OPEB funding obligations.
- Maintain minimum recommended reserves at 5% of the operating budget.
- Attempt to maintain services at current levels. If anticipated FY16 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 FY16, then the difference should be added to the capital reserve for anticipated future costs related to town facility and road needs. This amount may be reduced if needed to maintain current personnel. The target total for bond payments should fall within the range of 7-10%.
- Any new proposed ongoing positions (funding for associated benefits included) or expenses must be accompanied by corresponding ongoing expense reductions or by new recurring revenue, so that the merits of the trade-offs may be evaluated to determine whether or not to move forward with the new position or expense.
- Evaluate the recently added Health Care Stabilization Fund in its initial year and determine whether any adjustments might be necessary going forward.
- In the event that the above conditions are met and available funds remain, the Town Manager will meet with department heads and the Superintendent of Schools to identify and prioritize unfilled departmental needs, other capital requirements, or other town necessities and make a recommendation to the Board of Selectmen, Finance Committee, and School Committee.

## Budget Summary

APPROPRIATION SUMMARY	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
GENERAL GOVERNMENT	3,737,282.50	4,026,464.00	4,066,659.00	4,043,991.00	4,614,475.00	5,106,359.00	0.44%
PUBLIC SAFETY	8,151,226.99	8,933,218.00	9,278,956.00	9,202,460.00	9,311,769.00	9,394,927.00	3.01%
EDUCATION	49,704,076.21	52,066,340.00	54,350,333.00	54,350,333.00	56,693,062.00	58,669,848.00	4.39%
PUBLIC WORKS	4,852,279.36	4,640,360.00	5,014,990.00	4,859,783.00	4,923,822.00	4,920,352.00	4.73%
HEALTH & HUMAN SERVICES	984,434.87	1,115,649.00	1,100,632.00	1,097,832.00	1,104,766.00	1,108,305.00	-1.60%
CULTURE & RECREATION	1,811,727.53	1,897,811.00	1,995,225.00	1,981,225.00	1,998,968.00	2,009,925.00	4.40%
DEBT SERVICE	7,105,630.41	6,913,279.00	6,892,421.64	6,892,421.64	6,693,965.66	6,584,923.89	-0.30%
UNCLASSIFIED	12,629,459.81	14,631,788.00	15,260,428.00	14,790,085.00	16,194,150.00	17,969,373.00	1.08%
COMMUNITY PRESERVATION FUND	882,399.60	887,023.00	885,610.00	885,610.00	884,528.00	881,574.00	-0.16%
WATER ENTERPRISE FUND	3,450,308.83	4,774,205.00	4,217,636.00	4,214,673.00	4,294,204.00	4,367,148.00	-11.72%
RECREATION ENTERPRISE FUND	1,217,719.42	1,262,073.00	1,362,431.00	1,362,431.00	1,395,475.00	1,427,769.00	7.95%
AMBULANCE ENTERPRISE FUND	1,034,634.87	1,160,746.00	1,151,848.00	1,151,848.00	1,185,266.00	1,203,780.00	-0.77%
<b>TOTAL ARTICLE</b>	<b>95,561,180.40</b>	<b>102,308,956.00</b>	<b>105,577,169.64</b>	<b>104,832,692.64</b>	<b>109,294,450.66</b>	<b>113,644,283.89</b>	<b>2.47%</b>

## 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.

**Goals:** The Selectmen approved the following Board of Selectmen/Town Manager Goals on October 24, 2014:

1. Adhere to the Board of Selectmen [Fiscal Year 2016 Budget Policy Direction](#).
2. Support town management staff in the streamlining and simplifying of 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 to the public. Encourage staff to suggest ways to reduce or control expenses and publicly recognize these efforts when results are achieved.
3. Continue to monitor health insurance benefits and identify ways to control costs. Analyze the upcoming changes in the health insurance industry related to federal healthcare reform; recommend changes as required.
4. Work with the Permanent Town Building Committee to plan for a new Center Fire Station. Attempt to identify ways to fund the project that would reduce the size of a potential debt exclusion, and budget accordingly.
5. Work with the Capital Planning Committee and the Permanent Town Building Committee to prioritize and recommend a sustainable plan to address the capital and maintenance needs identified in the [2014 Town-wide Facility Condition Assessment](#). Develop a plan for disposition or reuse of the former fire substation in Graniteville. Work with applicable boards to identify an alternative location for the offices and programming space currently occupied by the Recreation and Cemetery departments in the Town Farm building, and develop a plan for the future use or disposition of the Town Farm building.

6. Facilitate negotiations for renewal of the leases of town buildings with the Roudenbush Community Center Inc. Work with Roudenbush to seek funding for the proposed rehabilitation project and develop a plan for potential relocation during construction.
7. Work with the Energy Committee to complete energy efficiency projects funded through the Green Community designation grant, and apply for competitive grants to fund additional energy efficiency projects. Explore initiatives such as energy resiliency, solar photovoltaic on the landfill, LED streetlights, and energy aggregation.
8. Support the 12 North Main Street Task Force's efforts to identify a reuse strategy for the abandoned mill property. Continue to pursue grants and funding sources to help with the cleanup of contamination, and work with state agencies to protect our public water supply at this location.
9. Support the Economic Development Committee's efforts to complete an Economic Development Self-Assessment through Northeastern's [EDSAT program](#), and seek funding to avoid using local tax revenues to cover the cost of this program.
10. Implement Selectmen directives related to Hunting Policy Committee recommendations.
11. Assist and support the Agricultural Commission to become more actively involved in agricultural projects in the community, such as Community Gardens, Farmers Markets, and Agricultural Restrictions. Investigate the possibility of leasing town land to farmers and residents to generate additional revenue.
12. Establish a task force to work with in-house and contracted engineers to develop conceptual designs for traffic circulation, parking, and pedestrian safety improvements in the town center, following Selectmen-approved recommendations from the [Westford Town Center Traffic and Parking Study](#) conducted by the Northern Middlesex Council of Governments.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
CONTRACTUAL CLERICAL SERVI	4,375.00	6,300.00	6,300.00	6,300.00	6,300.00	6,300.00	0.00%
ADVERTISING-LEGAL	474.10	500.00	500.00	500.00	500.00	500.00	0.00%
OTHER CHARGES AND EXPENSES	3,639.76	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
MEETINGS & CONFERENCES	828.00	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%
DUES & MEMBERSHIPS	2,714.00	7,741.00	9,900.00	9,900.00	10,000.00	10,100.00	27.89%
NMCOG MEMBERSHIP	6,013.04	6,135.00	6,289.00	6,289.00	6,447.00	6,609.00	2.51%
COMMUNITY INITIATIVES		6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
ENCUMBRANCES	175.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>18,218.90</b>	<b>30,176.00</b>	<b>32,689.00</b>	<b>32,689.00</b>	<b>32,947.00</b>	<b>33,209.00</b>	<b>8.33%</b>
<b>DEPARTMENT TOTAL</b>	<b>18,218.90</b>	<b>30,176.00</b>	<b>32,689.00</b>	<b>32,689.00</b>	<b>32,947.00</b>	<b>33,209.00</b>	<b>8.33%</b>

### Description of Changes:

The Dues and Memberships line item is increased in FY16 by \$2,000 to fund membership in the Middlesex Three Coalition and by \$5,000 to fund the cost of participating in CrossTown Connect transportation management association through an inter-municipal agreement with Acton, Littleton, Boxborough, Maynard, Concord, and Stowe. More information about this program is available at <http://www.crosstown-connect.org/>. The Community Initiatives line item is used to fund projects such as pedestrian safety equipment and other expenses related to established goals. The other charges and expenses line item is used for expenses related to committees appointed by the Selectmen that do not have a budget such as the Agricultural Commission and the Tax Possession Sales Committee, and the Arts Technology and Scholarship Committee.

**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:**

Scott Hazelton, Chair

Kelly Ross, Vice Chair

Andrea Peraner-Sweet, Clerk

Jim Sullivan

Donald Siriani

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

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

## 123 Town Manager

### Mission Statement:

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

**Goals:** The Selectmen approved the following Board of Selectmen/Town Manager Goals on October 24, 2014:

1. Adhere to the Board of Selectmen [Fiscal Year 2016 Budget Policy Direction](#).
2. Support town management staff in the streamlining and simplifying of 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 to the public. Encourage staff to suggest ways to reduce or control expenses and publicly recognize these efforts when results are achieved.
3. Continue to monitor health insurance benefits and identify ways to control costs. Analyze the upcoming changes in the health insurance industry related to federal healthcare reform; recommend changes as required.
4. Work with the Permanent Town Building Committee to plan for a new Center Fire Station. Attempt to identify ways to fund the project that would reduce the size of a potential debt exclusion, and budget accordingly.
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11. Assist and support the Agricultural Commission to become more actively involved in agricultural projects in the community, such as Community Gardens, Farmers Markets, and Agricultural Restrictions. Investigate the possibility of leasing town land to farmers and residents to generate additional revenue.
12. Establish a task force to work with in-house and contracted engineers to develop conceptual designs for traffic circulation, parking, and pedestrian safety improvements in the town center, following Selectmen-approved recommendations from the [Westford Town Center Traffic and Parking Study](#) conducted by the Northern Middlesex Council of Governments.

### **Programs & Services:**

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

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

The town manager appoints the Affordable Housing Committee, Council on Aging, Board of Assessors, Capital Planning Committee, Board of Cemetery Commissioners, Parkerville Schoolhouse Committee, Parks and Recreation Commission, Records and Archives Committee, Recycling Commission, Town Forest Committee, TREAD Committee, and Board of Water Commissioners. The town manager is the appointing authority

for the police and fire chiefs, subject to the confirmation of the Board of Selectmen; and after consultation with the police or fire chief, appoints all employees of their respective departments, except for their clerical and maintenance employees.

The financial management responsibilities of the town manager include preparing and submitting an annual operating and capital budget for all town departments. The town manager ensures complete records of the financial and administrative activity of the town are maintained, approves warrants for payments of town funds prepared by the accountant, and is responsible for the purchase of all supplies, materials, and equipment, except for the school department and library. The town manager approves the award of all contracts for all town departments (with the exception of the school department and library) subject to approval of the Board of Selectmen. The town manager keeps the Board of Selectmen and Finance Committee fully informed as to the financial condition of the town, and consults with the Finance Committee to make recommendations to the board, and to other elected and appointed officials as necessary.

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

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

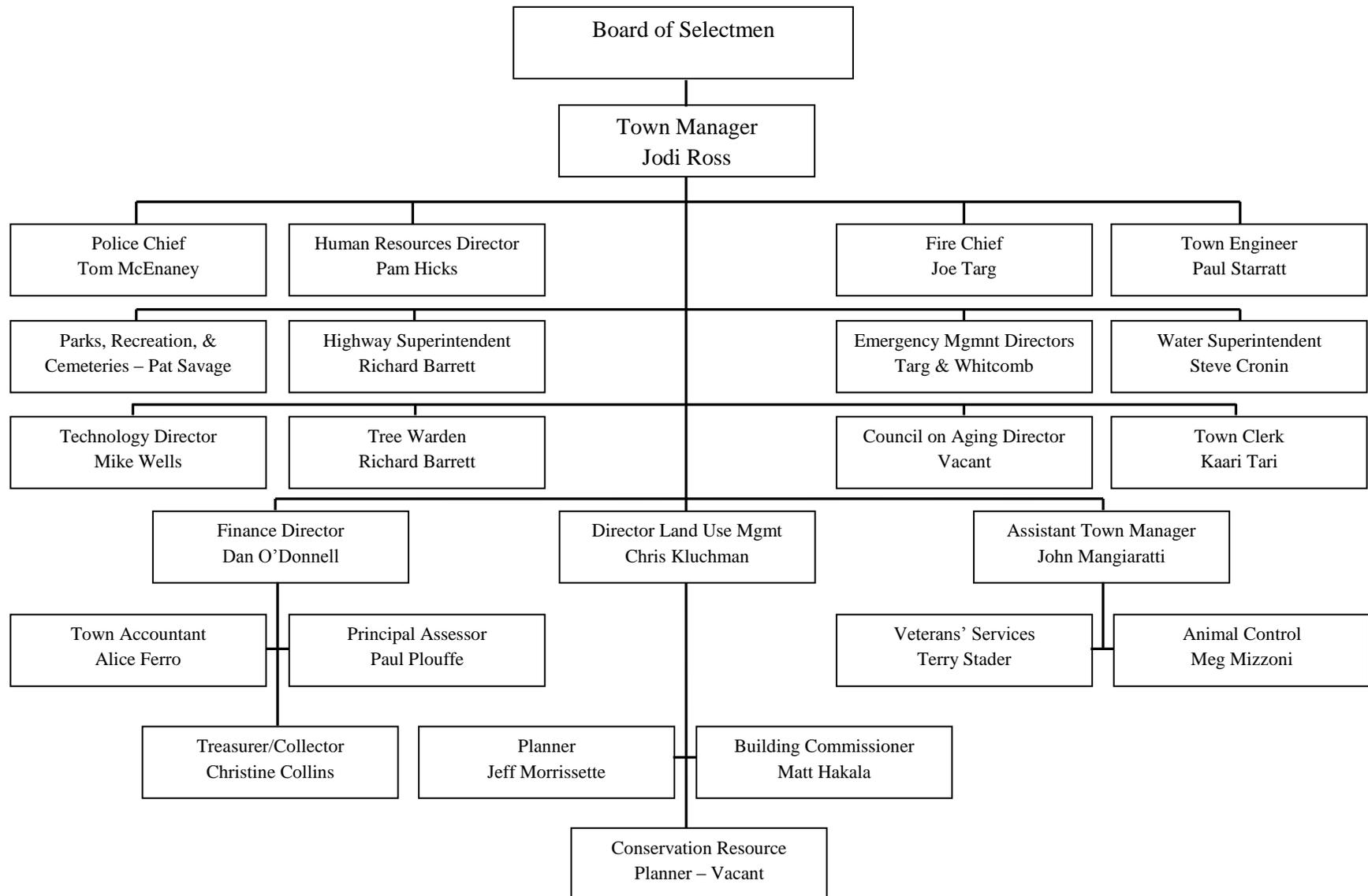
	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN MANAGER	151,663.99	159,725.00	163,719.00	163,719.00	163,719.00	163,719.00	2.50%
ASSISTANT TOWN MANAGER	91,333.03	97,525.00	99,963.00	99,963.00	99,963.00	99,963.00	2.50%
VACATION COVERAGE	-	-	1,000.00	1,000.00	1,000.00	1,000.00	
ADMINISTRATIVE ASSISTANT	61,745.88	59,467.00	-	-	-	-	-100.00%
PROJECT/PROCUREMENT SPECIALIST	-	-	61,736.00	61,736.00	61,500.00	61,500.00	
ADMINISTRATIVE ASSISTANT (PT)	-	10,790.00	11,145.00	11,145.00	11,102.00	11,102.00	3.29%
SECRETARY (VACATION/SICK COVERAG	5,140.86	5,284.00	7,500.00	7,500.00	7,500.00	7,500.00	41.94%
LONGEVITY	1,750.00	2,000.00	1,250.00	1,250.00	1,250.00	1,250.00	-37.50%
LIFE INSURANCE/ LONG TERM DISABILI	3,736.68	3,800.00	3,800.00	3,800.00	3,800.00	3,800.00	0.00%
<b>CATEGORY TOTAL</b>	<b>315,370.44</b>	<b>338,591.00</b>	<b>350,113.00</b>	<b>350,113.00</b>	<b>349,834.00</b>	<b>349,834.00</b>	<b>3.40%</b>
<b>EXPENSES</b>							
MANAGEMENT PERFORMANCE TRAININ	1,391.54	10,000.00	7,500.00	7,500.00	10,000.00	10,000.00	-25.00%
CONTRACTED SERVICES	514.78	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
ADVERTISING-LEGAL	446.08	600.00	600.00	600.00	600.00	600.00	0.00%
OFFICE SUPPLIES	497.79	1,000.00	600.00	600.00	600.00	600.00	-40.00%
FORMS/PRINTING	3,264.44	3,900.00	3,900.00	3,900.00	4,100.00	4,100.00	0.00%
BOOKS & SUBSCRIPTIONS	239.72	120.00	240.00	240.00	240.00	240.00	100.00%
TRAVEL - MILEAGE	5,040.00	5,090.00	5,090.00	5,090.00	5,090.00	5,090.00	0.00%
MEETINGS & CONFERENCES	2,811.31	3,950.00	3,000.00	3,000.00	3,625.00	3,625.00	-24.05%
DUES AND MEMBERSHIPS	2,380.62	2,900.00	2,597.00	2,597.00	2,662.00	2,729.00	-10.45%
ENCUMBRANCES	5,000.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>21,586.28</b>	<b>33,560.00</b>	<b>29,527.00</b>	<b>29,527.00</b>	<b>32,917.00</b>	<b>32,984.00</b>	<b>-12.02%</b>
<b>DEPARTMENT TOTAL</b>	<b>336,956.72</b>	<b>372,151.00</b>	<b>379,640.00</b>	<b>379,640.00</b>	<b>382,751.00</b>	<b>382,818.00</b>	<b>2.01%</b>

**Description of Changes:**

- The Administrative Assistant full time employee was replaced with a Project/Procurement Specialist position to provide more resources to the technical and analytical tasks in the Town Manager's office such as comparing collective bargaining data and preparing bid specifications. The Contracted Services line item is used for professional services such as appraisals and energy consultants.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Life Insurance</b>	<b>Total</b>
Town Manager	1.0	EXEM	163,719.00	500.00	3,800.00	168,019.00
Assistant Town Manager	1.0	EXEM	99,963.00	750.00		100,713.00
Vacation Coverage			1,000.00			1,000.00
Project/Procurement Specialist	1.0	NON	61,736.00			61,736.00
Records Supervisor	0.2	CWA	11,145.00			11,145.00
Administrative Secretary	0.2	NON	7,500.00			7,500.00
<b>Total Personal Services</b>	<b>3.4</b>		<b>345,063.00</b>	<b>1,250.00</b>	<b>3,800.00</b>	<b>350,113.00</b>



**131 Finance Committee**

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
PRINTING/POSTAGE SERVICES	5,219.61	6,100.00	6,100.00	6,100.00	6,500.00	6,500.00	0.00%
OTHER PURCHASED SERVICES	2,800.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
MEETINGS & CONFERENCES	135.00	165.00	165.00	165.00	165.00	165.00	0.00%
DUES & MEMBERSHIPS	273.00	348.00	348.00	348.00	348.00	348.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>8,427.61</b>	<b>10,113.00</b>	<b>10,113.00</b>	<b>10,113.00</b>	<b>10,513.00</b>	<b>10,513.00</b>	<b>0.00%</b>
RESERVE FUND	191,000.00	191,000.00	191,000.00	191,000.00	191,000.00	191,000.00	0.00%
TRANSFERS OUT	(24,029.50)	(44,543.00)	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>166,970.50</b>	<b>146,457.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>191,000.00</b>	<b>30.41%</b>
<b>DEPARTMENT TOTAL</b>	<b>175,398.11</b>	<b>156,570.00</b>	<b>201,113.00</b>	<b>201,113.00</b>	<b>201,513.00</b>	<b>201,513.00</b>	<b>28.45%</b>

**Description of Changes:** The Finance Committee is presenting a level funded budget for Fiscal Year 2016. The printing and postage costs are to pay for the Annual Westford Finance Committee Report and Recommendations which are mailed out to all residents prior to the Annual Town Meeting.

**Programs & Services:**

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

**Other Metrics:**

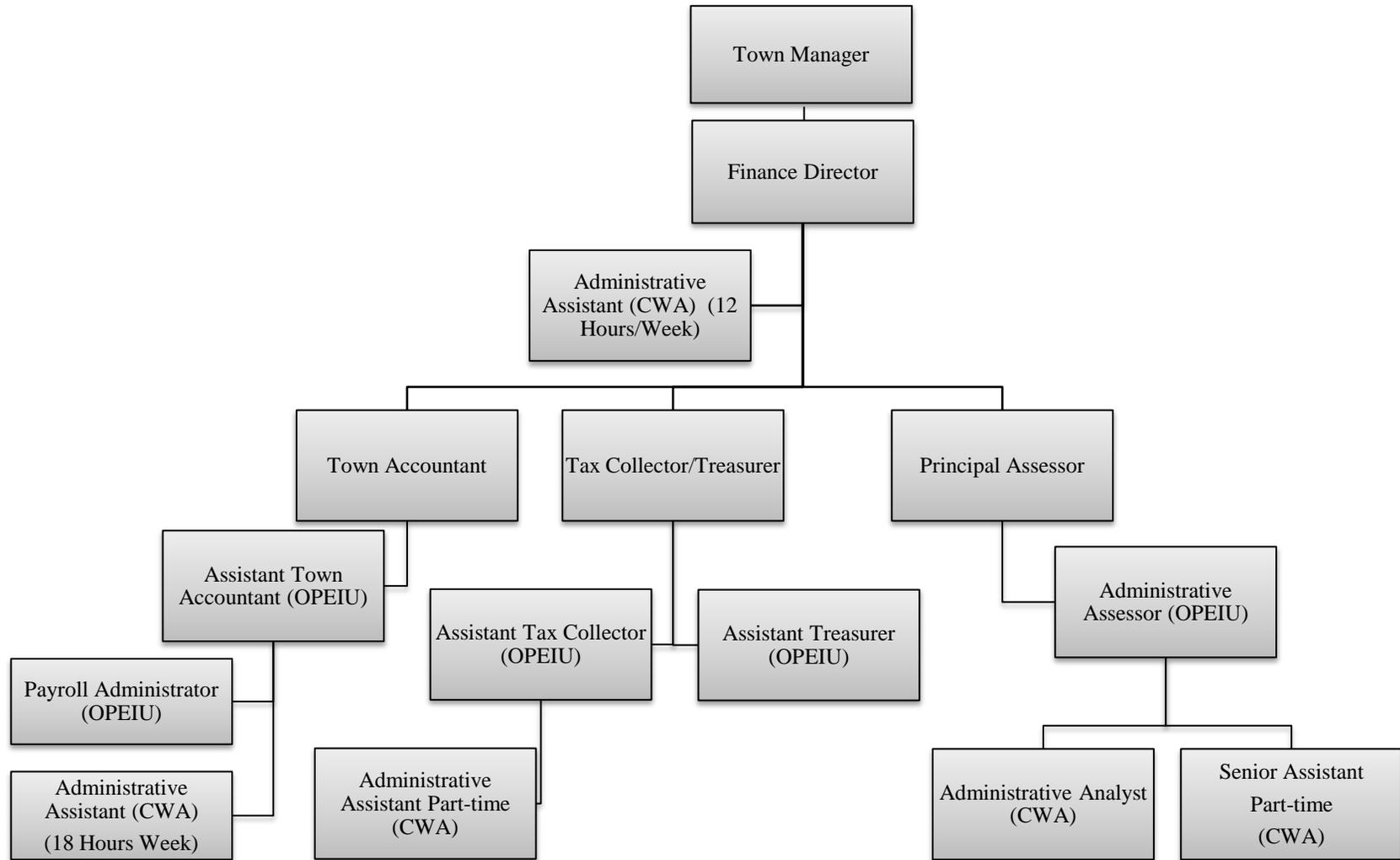
This is a link to the 2014 Finance Committee Report & Recommendations:

[http://westfordma.gov/pages/government/westfordma\\_townmeeting/documents/2014atm/2014ATMFINCOMBOOKFINAL.pdf](http://westfordma.gov/pages/government/westfordma_townmeeting/documents/2014atm/2014ATMFINCOMBOOKFINAL.pdf)

**Reserve Fund Transfers for Fiscal Year 2015 as of November 5, 2014**

<b>Date</b>	<b>Transaction</b>	<b>Amount</b>	<b>Balance</b>	<b>Comment</b>
March 22, 2014	Annual Appropriation	\$191,000.00	\$191,000.00	
July 10, 2014	Finance Department Admin. Assistant	(\$4,793.00)	\$186,207.00	12 Hours of Admin Support for the Finance Director until the October Special Town Meeting
September 18, 2014	J.V. Fletcher Library Skylight Replacement	(\$5,750.00)	\$180,457.00	Replace cracked skylight: facility equipment maintenance
October 9, 2014	Board of Health Flu Vaccine	(\$5,000.00)	\$175,457.00	Funding for additional high dose flu vaccine for people over age 65
October 9, 2014	Police Uninterrupted Power Supply	(\$20,000.00)	\$155,457.00	Replacement of failed UPS system in police dispatch

### Finance Department 2016



**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 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 develop a sustainable Other Post Employment Benefit (OPEB) funding policy.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
FINANCE DIRECTOR		93,177.00	95,506.00	95,506.00	95,506.00	95,506.00	2.50%
ADMINISTRATIVE ASSISTANT		12,626.00	15,964.00	15,964.00	15,964.00	15,964.00	26.44%
LONGEVITY		750.00	920.00	920.00	920.00	920.00	22.67%
<b>CATEGORY TOTAL</b>		<b>106,553.00</b>	<b>112,390.00</b>	<b>112,390.00</b>	<b>112,390.00</b>	<b>112,390.00</b>	<b>5.48%</b>
<b>EXPENSES</b>							
OFFICE SUPPLIES		400.00	700.00	700.00	700.00	700.00	75.00%
FORMS/PRINTING		1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%
TRAVEL - MILEAGE		50.00	200.00	200.00	200.00	200.00	300.00%
MEETINGS & CONFERENCES		-	300.00	300.00	300.00	300.00	
DUES & MEMBERSHIPS		-	60.00	60.00	60.00	60.00	
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>		<b>1,450.00</b>	<b>2,460.00</b>	<b>2,460.00</b>	<b>2,460.00</b>	<b>2,460.00</b>	<b>69.66%</b>
<b>DEPARTMENT TOTAL</b>		<b>108,003.00</b>	<b>114,850.00</b>	<b>114,850.00</b>	<b>114,850.00</b>	<b>114,850.00</b>	<b>6.34%</b>

**Description of Changes:**

On May 1, 2014, the Budget Director was promoted to the position of Finance Director. In Fiscal Year 2015, the Board of Selectmen, Finance Committee and the voters at the October 20, 2014 Special Town Meeting supported an article to supplement the Finance Director's salary and provide 12 hours of administrative support per week to the Finance Director. During the same meeting, another motion was approved to transfer the Budget Director's salary and expense budget to the Finance Department budget to reflect the reorganization of the departments. The FY15 budget reflects funding for the Administrative Assistant for a full year, along with a modest increase in expenses.

**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. Lastly, the Finance Director attends all Finance Committee meetings and serves as their liaison.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Finance Director	1.0	EXEM	95,506.00	750.00	96,256.00
Administrative Assistant	0.3	CWA	15,964.00	170.00	16,134.00
<b>Total Personal Services</b>	<b>1.3</b>		<b>111,470.00</b>	<b>920.00</b>	<b>112,390.00</b>

**135 Town Accountant**

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN ACCOUNTANT	85,521.85	87,233.00	89,414.00	89,414.00	89,414.00	89,414.00	2.50%
ASSISTANT TOWN ACCOUNTANT	26,101.92	61,730.00	64,786.00	64,786.00	66,152.00	66,152.00	4.95%
PA YROLL ADMINISTRATOR	61,492.10	64,855.00	66,406.00	66,406.00	66,152.00	66,152.00	2.39%
ADMINISTRATIVE ASSISTANT	38,090.79	22,567.00	23,922.00	23,922.00	23,831.00	23,831.00	6.00%
LONGEVITY	1,840.00	1,840.00	2,110.00	2,110.00	2,610.00	2,610.00	14.67%
<b>CATEGORY TOTAL</b>	<b>213,046.66</b>	<b>238,225.00</b>	<b>246,638.00</b>	<b>246,638.00</b>	<b>248,159.00</b>	<b>248,159.00</b>	<b>3.53%</b>
<b>EXPENSES</b>							
ACCOUNTING & AUDITING SERVICES	31,000.00	39,800.00	31,000.00	31,000.00	39,800.00	31,000.00	-22.11%
OFFICE SUPPLIES	1,746.12	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
FORMS/PRINTING	1,013.21	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
MEETINGS & CONFERENCES	1,428.14	2,100.00	2,300.00	2,300.00	2,300.00	2,300.00	9.52%
DUES AND MEMBERSHIPS	80.00	160.00	160.00	160.00	160.00	160.00	0.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>35,267.47</b>	<b>45,160.00</b>	<b>36,560.00</b>	<b>36,560.00</b>	<b>45,360.00</b>	<b>36,560.00</b>	<b>-19.04%</b>
<b>DEPARTMENT TOTAL</b>	<b>248,314.13</b>	<b>283,385.00</b>	<b>283,198.00</b>	<b>283,198.00</b>	<b>293,519.00</b>	<b>284,719.00</b>	<b>-0.07%</b>

**Goals:**

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

**Description of Changes:**

Personal services increased by 3.53% to reflect the contractual salary obligations under the OPEIU and CWA contracts. Accounting and Auditing services decreased in FY16 by \$8,800 because the Other Post Employment Benefit (OPEB) actuarial study is only required to be completed every other year.

**Programs & Services:**

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

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

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Accountant	1.0	EXEM	89,414.00	750.00	90,164.00
Assistant Town Accountant	1.0	EXEM	64,786.00	-	64,786.00
Payroll Coordinator	1.0	NON	66,406.00	850.00	67,256.00
Administrative Assistant	0.5	CWA	23,922.00	510.00	24,432.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>244,528.00</b>	<b>2,110.00</b>	<b>246,638.00</b>

**137 Budget Director**

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
BUDGET DIRECTOR	80,626.55	-	-	-	-	-	-
LONGEVITY	500.00	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>81,126.55</b>	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>EXPENSES</b>							
OFFICE SUPPLIES	355.87	-	-	-	-	-	-
FORMS/PRINTING	928.20	-	-	-	-	-	-
TRAVEL - MILEAGE	-	-	-	-	-	-	-
MEETINGS & CONFERENCES	-	-	-	-	-	-	-
ENCUMBRANCES	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>1,284.07</b>	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>DEPARTMENT TOTAL</b>	<b>82,410.62</b>	-	-	-	-	-	-

**Description of Changes:**

The 137 Budget Director budget was transferred to the 132 Finance Department which was authorized by the October 20, 2014 Special Town Meeting vote to approve Article 2.

**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:**

- To continue the full review of personal properties and establish policies and procedures.
- To maintain certification.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
PRINCIPAL ASSESSOR	85,521.87	87,233.00	89,414.00	89,414.00	89,414.00	89,414.00	2.50%
ADMINISTRATIVE ASSESSOR	63,582.94	64,855.00	66,152.00	66,152.00	66,152.00	66,152.00	2.00%
ADMIN ASSISTANT	47,665.20	48,860.00	50,029.00	50,029.00	49,838.00	49,838.00	2.39%
SENIOR ASSISTANT	17,409.60	19,009.00	25,118.00	25,118.00	25,722.00	26,474.00	32.14%
LONGEVITY	2,200.00	2,890.00	3,200.00	3,200.00	3,200.00	3,450.00	10.73%
<b>CATEGORY TOTAL</b>	<b>216,379.61</b>	<b>222,847.00</b>	<b>233,913.00</b>	<b>233,913.00</b>	<b>234,326.00</b>	<b>235,328.00</b>	<b>4.97%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	8,500.00	15,000.00	30,000.00	30,000.00	15,000.00	15,000.00	100.00%
OFFICE SUPPLIES	769.66	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL - MILEAGE	5,238.45	5,800.00	5,800.00	5,800.00	5,800.00	5,800.00	0.00%
MEETINGS & CONFERENCES	1,507.88	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%
DUES & MEMBERSHIPS	929.00	1,279.00	1,300.00	1,300.00	1,300.00	1,300.00	1.64%
ENCUMBRANCES	5,500.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>22,444.99</b>	<b>24,679.00</b>	<b>39,700.00</b>	<b>39,700.00</b>	<b>24,700.00</b>	<b>24,700.00</b>	<b>60.87%</b>
<b>DEPARTMENT TOTAL</b>	<b>238,824.60</b>	<b>247,526.00</b>	<b>273,613.00</b>	<b>273,613.00</b>	<b>259,026.00</b>	<b>260,028.00</b>	<b>10.54%</b>

**Description of Changes:**

The Senior Assistant’s hours are increased in FY16 from 18 per week to 22.5 per week due to the increasing demands on office staff because of the additional Personal Property work performed in house. The Contractual Services budget is increasing for FY16 due to the upcoming FY17 Revaluation/Recertification with the Department of Revenue and is used for consulting services to assist with the process.

**Programs & Services:**

The Assessor is required by Massachusetts Law to list and value all real and personal property. Valuation is subject to ad valorem taxation on an assessment roll each year. The "ad valorem" basis for taxation means that all property should be taxed "according to value", which is the definition of ad valorem. Assessed values, in Massachusetts, are based on "full and fair cash value", or 100 percent of the fair market value.

To arrive at "full and fair cash value" for your property, the Assessor must know what "willing sellers" and "willing buyers" are doing in the marketplace. The Assessor also must collect, record, and analyze

a great deal of information about property and market characteristics in order to estimate the fair market value. The Assessor uses the three nationally recognized appraisal approaches to value: cost, income and market. This data is then correlated into to final value.

The object of the valuation program is to estimate "full and fair cash value" as of January 1 (known as the "assessment date") prior to the fiscal year. For example, the assessment date for Fiscal Year 2013 is January 1, 2012.

Assessors are required to submit these values to the State Department of Revenue for certification every three years. In the years between certification, Assessors must also maintain the values. The Town of Westford reassesses each and every year, subject to a Massachusetts Department of Revenue statistical review. This is done so that the property taxpayer pays his or her fair share of the cost of local government, in proportion to the amount of money the property is worth, on a yearly basis rather than every three years.

The Westford Assessors' Office must appraise and assess approximately 9,000 + parcels of real property and approximately 1200 + personal property accounts.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Assessor	1.0	EXEM	89,414.00	1,000.00	90,414.00
Administrative Assessor	1.0	OPEIU	66,152.00	850.00	67,002.00
Administrative Assistant	1.0	CWA	50,029.00	850.00	50,879.00
Senior Assistant	0.6	CWA	25,118.00	500.00	25,618.00
<b>Total Personal Services</b>	<b>3.6</b>		<b>230,713.00</b>	<b>3,200.00</b>	<b>233,913.00</b>

## 145 Treasurer / Collector

### Mission Statement:

Our goal 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. We strive to maintain a reputation of integrity and excellence in everything we do.

### Goals:

- Short Term Goals:
  - Work with Finance Team and Capital Planning to develop a long term plan for facility needs
  - Consider changes to online bill pay provider – research has produced options
  - Continue work on Personal Property tax research and collections
  - Work on tailings project
- Long Term Goals:
  - Review cash receipt handling town wide
  - Review the Collector's page on the Town's website to consider improvements or updates
  - Continue to work with the Finance Team and Manager to create/review/update Financial Management & Capital Policies

### Description of Changes:

Personal Services – up 4.19% - Reflects a COLA and merit increase for the Tax Collector-Treasurer. Increases for the Asst. Treasurer, Asst. Collector and Admin Secretary are due to contracts that have recently settled and a step increase for the Admin Secretary. The Asst. Treasurer and Asst. Collector have reached the top step. The restructuring that we did last year is working out well.

#### Expenses – up 16.05%

Contracted Services: Part of the reason for considering a new vendor for online bill pay transactions has stemmed from customer complaints about fees that they are being charged by our current online bill pay provider for payments made out of a checking account. Though the fee is nominal, it is a poor reflection of the customer friendly online experience that we wish our customers to have. If we were to change vendors and provide an online bill pay service that did not charge customers for payments out of their checking account, then that will mean that the Town will have to

absorb the estimated \$2,000 cost. We received 3,940 on-line tax payments last year, and we are also hoping to provide a paperless billing option through a new vendor as well.

Postage: The postage budget is being increased by \$1,250, from \$19,000 to \$20,250 to help bring the budget up to actual expense levels. The postage line was overspent by \$1,122.43 in FY14.

Printing: Requesting an increase of \$100, from \$4,500 to \$4,600. The printing line item was overspent by \$10 last year. We do have slightly more bills every year. This small increase will give us a little room for growth.

Travel, Meetings and Conferences: We are reducing these line items by a total of \$1,000 to better reflect actual expenses.

Interest & Penalties: This is a new line item that the auditors have suggested in order to pay for interest on abated taxes. In the past couple of years we have had a few Appellate Tax Board (ATB) decisions that resulted in tax refunds with interest due to the tax payer. The interest we paid was taken out of the Short Term Interest line item under the 710 Debt Service budget. This account is typically associated with debt service so the auditor asked us to set up an expense account within the Tax Collector's budget to cover similar expenses in the future. The \$5,000 is only a placeholder and it is impossible to foresee if there will be an ATB ruling and what the interest expense will be. We would expect that in some years, we will need a reserve fund transfer from the Finance Committee or supplemental appropriation at Town Meeting to supplement this budget.

## **Programs & Services:**

### **Collector's Functions-**

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

### **Treasurer's Office Functions:**

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

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
COLLECTOR	82,600.24	86,780.00	88,950.00	88,950.00	88,950.00	88,950.00	2.50%
ASSISTANT TREASURER & ASST COLLEC	116,394.22	123,365.00	126,615.00	126,615.00	126,131.00	126,131.00	2.63%
ADMIN SECRETARY	14,037.96	16,087.00	17,277.00	17,277.00	17,712.00	18,252.00	7.40%
ADDITIONAL COVERAGE	1,254.82	1,680.00	1,680.00	1,680.00	1,680.00	1,680.00	0.00%
LONGEVITY	3,450.00	3,450.00	4,200.00	4,200.00	4,200.00	4,200.00	21.74%
<b>CATEGORY TOTAL</b>	<b>217,737.24</b>	<b>231,362.00</b>	<b>238,722.00</b>	<b>238,722.00</b>	<b>238,673.00</b>	<b>239,213.00</b>	<b>3.18%</b>
<b>EXPENSES</b>							
LEGAL SERVICES - TAX TITLE	12,766.09	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
CONTRACTED SERVICES	2,500.00	2,500.00	4,500.00	4,500.00	4,500.00	4,500.00	80.00%
POSTAGE	20,122.43	19,000.00	20,250.00	20,250.00	20,250.00	20,250.00	6.58%
PRINTING SERVICES	4,510.52	4,500.00	4,600.00	4,600.00	4,600.00	4,600.00	2.22%
OFFICE SUPPLIES	828.09	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%
TRAVEL - MILEAGE	-	225.00	125.00	125.00	125.00	125.00	-44.44%
MEETINGS & CONFERENCES	79.00	1,400.00	500.00	500.00	500.00	500.00	-64.29%
DUES AND MEMBERSHIPS	180.00	180.00	180.00	180.00	180.00	180.00	0.00%
PUBLIC EMPLOYEE BOND	1,325.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
PENALTIES & INTEREST	-	-	5,000.00	5,000.00	5,000.00	5,000.00	
ENCUMBRANCES	2,480.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>44,791.13</b>	<b>45,805.00</b>	<b>53,155.00</b>	<b>53,155.00</b>	<b>53,155.00</b>	<b>53,155.00</b>	<b>16.05%</b>
<b>DEPARTMENT TOTAL</b>	<b>262,528.37</b>	<b>277,167.00</b>	<b>291,877.00</b>	<b>291,877.00</b>	<b>291,828.00</b>	<b>292,368.00</b>	<b>5.31%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Treasurer/Collector	1.0	EXEM	88,950.00	500.00	89,450.00
Assistant Treasurer	1.0	OPEIU	66,406.00	1,100.00	67,506.00
Assistant Collector	1.0	OPEIU	60,209.00	2,600.00	62,809.00
Administrative Assistant	0.4	CWA	17,277.00	-	17,277.00
Additional Coverage	0.1		1,680.00		1,680.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>234,522.00</b>	<b>4,200.00</b>	<b>238,722.00</b>

**Other Information:**

<b>Collections Snap Shot</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
Committed	63,049,740	60,642,997	58,162,084	56,050,090	54,955,820
Abated	(226,110)	(278,415)	(242,978)	(274,121)	(447,489)
Collected in FY	(62,064,410)	(59,831,031)	(57,431,130)	(55,094,737)	(53,863,019)
Liened	(120,847)	(137,161)	(117,650)	(123,890)	(108,320)
Balance due June 30th	638,373	396,391	370,326	557,342	536,993
<b>Percent Uncollected</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>
Fun Facts: Among other things, the Collector-Treasurer's office processes approximately 70,000 tax payments per year, handles over 2,000 departmental turnovers, reconciles over 60 bank accounts monthly, and processes payroll for 1000 employees.					
<b>Liens on June 30th</b>					
<b>Accumulated *Lien Balance</b>	<b>758,817</b>	<b>759,859</b>	<b>590,433</b>	<b>441,926</b>	<b>383,845</b>
<i>*Lien balances are made up of tax title (delinquent taxes) and tax deferral accounts. If a person qualifies for deferral, they are allowed to defer up to 50% of the value of their property. Unpaid balances are deferred until the homeowner sells or passes away. Deferrals made up \$201,340 of the lien balance on 6/30/14</i>					

<b>Debt Balance June 30th</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
<i>Long-Term Indebtedness: Within the General Debt Limit</i>					
Land Acquisition	3,840,000	4,526,000	5,186,000	5,826,000	6,451,000
Departmental Equipment	500,000	607,500	-	-	-
Sewers & Drains	480,000	625,000	780,000	920,000	1,070,000
Schools	23,745,000	26,195,000	28,090,000	30,445,000	32,728,000
Other Buildings	9,955,000	10,995,000	12,055,000	13,115,000	14,175,000
Architectural & Engineering	200,000	250,000	395,000	540,000	685,000
<b>Total Within Gen Debt Limit</b>	<b>38,720,000</b>	<b>43,198,500</b>	<b>46,506,000</b>	<b>50,846,000</b>	<b>55,109,000</b>
<i>Outside the General Debt Limit</i>					
Schools	7,970,000	9,285,000	10,640,000	12,045,000	14,437,000
Other Outside General	24,157	28,244	32,331	36,418	40,505
Water	11,526,660	12,494,907	11,262,796	12,106,319	10,606,229
<b>Total Outside Gen Debt Limit</b>	<b>19,520,817</b>	<b>21,808,151</b>	<b>21,935,127</b>	<b>24,187,737</b>	<b>25,083,734</b>
<b>Total All Long Term Debt:</b>		<b>65,006,651</b>	<b>68,441,127</b>	<b>75,033,737</b>	<b>80,192,734</b>
<i>Debt figures taken from the Town of Westford Statement of Indebtedness and Continuing Disclosure document.</i>					

**151 Legal Services****Mission Statement:**

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
LEGAL SERVICES - TOWN COUNSEL	306,233.11	250,000.00	200,000.00	200,000.00	200,000.00	200,000.00	-20.00%
LEGAL SERVICES - LABOR COUNSEL	51,749.29	40,000.00	50,000.00	50,000.00	50,000.00	40,000.00	25.00%
ENCUMBRANCES	20,153.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>378,135.40</b>	<b>290,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>240,000.00</b>	<b>-13.79%</b>
<b>DEPARTMENT TOTAL</b>	<b>378,135.40</b>	<b>290,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>240,000.00</b>	<b>-13.79%</b>

**Description of Changes:**

The Legal Services labor counsel budget increased \$10,000 to reflect FY14 actual expenditures.

## 152 Human Resources

### Mission Statement:

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

### Goals:

- Update and revise the non-union Pay Classification Plan.
- Complete the Personnel Policies audit in order to update the Town of Westford Personnel Policies and Procedures Hand Book.
- Collectively roll out withholdings process with Finance and accounting to town and school for reconciling monthly insurance bills.

### Description of Changes:

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

#### Health Insurance Renewal:

5.10% premium increase - HMO's & PPO

4.10% premium increase - Medicare Supplemental Plan

### 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 span of the Human Resources Department continues to grow with ever increasing shifts in managing all areas of subscriber enrollments to in-house via web-based technology, reporting requirements, mandates, complex issues, online submissions and tracking.

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

Some of the areas the department is responsible for include:

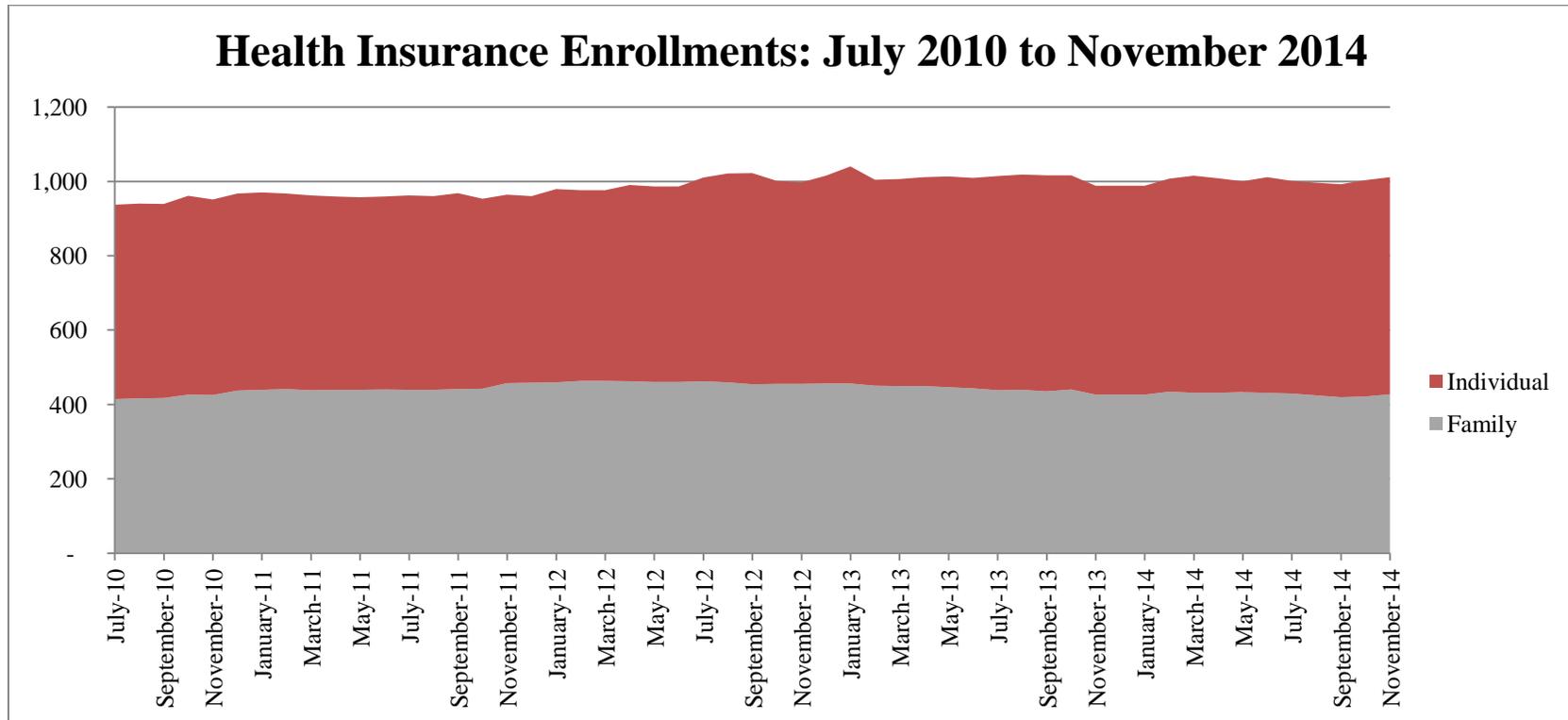
- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Orientation
- Secure, coordinate and administer the benefits for over 3,092 subscribers to the health, dental, Life, voluntary long term disability, voluntary short term disability, and voluntary life insurance 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 & PEREC
- Flexible & premium spending accounts
- HRIS system
- Administration of the Employee Pay and Classification Plan; credible coverage notices
- Open enrollment
- Self-pay and COBRA payments
- Salary surveys
- Police & fire accident insurance (111F)
- HR website
- Medicare Part "D" reporting
- Medicare penalty payments
- Recruitment
- Union negotiations
- Policies and procedures
- Annual payroll rollover process
- Compensated absences
- Trainings
- Employee issues
- Town and school turnovers
- Monthly benefit withholding audits
- Payment of Town-wide health and benefit bills
- Maintaining all permanent personnel records
- Town and school Human Resource departments assist over 1,200 employees and 400 retirees.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
HUMAN RESOURCES DIRECTOR	89,874.88	92,590.00	94,905.00	94,905.00	94,905.00	94,905.00	2.50%
BENEFITS COORDINATOR	35,646.62	55,012.00	56,604.00	56,604.00	56,388.00	56,388.00	2.89%
ADMINISTRATIVE ASSISTANT	53,136.99	36,849.00	37,915.00	37,915.00	37,770.00	37,770.00	2.89%
LONGEVITY	1,487.50	1,903.00	2,371.00	2,371.00	2,371.00	2,371.00	24.59%
<b>CATEGORY TOTAL</b>	<b>180,145.99</b>	<b>186,354.00</b>	<b>191,795.00</b>	<b>191,795.00</b>	<b>191,434.00</b>	<b>191,434.00</b>	<b>2.92%</b>
<b>EXPENSES</b>	-	-	-	-	-	-	
PRE-EMPLOY MEDICAL EXAM	8,909.40	7,000.00	9,000.00	9,000.00	9,000.00	9,000.00	28.57%
OTHER CONTRACTED SERVICES	-	4,000.00	4,000.00	500.00	500.00	500.00	-87.50%
LEGAL ADVERTISING	1,473.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
OFFICE SUPPLIES	1,792.78	1,500.00	1,800.00	1,800.00	1,500.00	1,500.00	20.00%
MEDICAL RELATED EXPENSES	-	-	1,000.00	1,000.00	1,000.00	1,000.00	
PROGRAMS & ACTIVITIES	2,186.11	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
PROFESSIONAL DEVELOPMENT	7,204.50	5,000.00	12,000.00	12,000.00	12,000.00	12,000.00	140.00%
MEETINGS & CONFERENCES	90.16	-	300.00	300.00	300.00	300.00	
DUES & MEMBERSHIPS	999.95	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
ENCUMBRANCES	350.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>23,005.90</b>	<b>24,600.00</b>	<b>35,200.00</b>	<b>31,700.00</b>	<b>31,400.00</b>	<b>31,400.00</b>	<b>28.86%</b>
COMPENSATION RESERVE	200,000.00	678,913.00	200,000.00	200,000.00	700,000.00	1,200,000.00	-70.54%
TRANSFERS OUT	(126,551.36)	(413,161.00)	-	-	-	-	0.00%
<b>DEPARTMENT TOTAL</b>	<b>276,600.53</b>	<b>476,706.00</b>	<b>426,995.00</b>	<b>423,495.00</b>	<b>922,834.00</b>	<b>1,422,834.00</b>	<b>-11.16%</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Human Resources Director	1.0	EXEM	94,905.00	750.00	95,655.00
Benefits Coordinator	1.0	NON	56,604.00	750.00	57,354.00
Administrative Assistant	0.7	NON	37,915.00	871.00	38,786.00
<b>Total Personal Services</b>	<b>2.7</b>		<b>189,424.00</b>	<b>2,371.00</b>	<b>191,795.00</b>

**Other Information:**



**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 to work with Schools to develop technology plan to enable their digital learning strategy.
- Look for opportunities to migrate applications to cloud infrastructure.
- Implement the Social Media Participation Policy in all departments.
- Expand training sessions to further develop our employees' technological skill base.

	<b>FISCAL 2014 ACTUAL</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 REQUEST</b>	<b>FISCAL 2016 TMR</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2016 % INC/DEC</b>
<b>PERSONAL SERVICES</b>							
TECHNOLOGY DIRECTOR	92,924.87	97,628.00	100,068.00	100,068.00	100,068.00	100,068.00	2.50%
GIS COORDINATOR	62,988.36	67,450.00	70,519.00	70,519.00	72,280.00	74,088.00	4.55%
COMPUTER TECHNICIAN	66,606.10	67,521.00	74,088.00	67,120.00	68,799.00	70,519.00	-0.59%
APPLICATIONS MANAGER	71,239.52	76,091.00	80,252.00	80,252.00	82,980.00	82,980.00	5.47%
HELP DESK COORDINATOR	63,582.93	64,855.00	66,406.00	66,406.00	66,152.00	66,152.00	2.39%
SHARED PURCHASING	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
SHARED NETWORK ADMIN	6,952.00	6,952.00	6,952.00	6,952.00	6,952.00	6,952.00	0.00%
LONGEVITY	1,200.00	1,700.00	2,650.00	2,050.00	2,800.00	2,800.00	20.59%
<b>CATEGORY TOTAL</b>	<b>371,493.78</b>	<b>388,197.00</b>	<b>406,935.00</b>	<b>399,367.00</b>	<b>406,031.00</b>	<b>409,559.00</b>	<b>2.88%</b>

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
EXPENSES							
ELECTRICITY	15,705.28	20,000.00	17,000.00	17,000.00	17,500.00	18,000.00	-15.00%
NATURAL GAS	1,006.29	800.00	1,100.00	1,100.00	1,100.00	1,200.00	37.50%
WATER	148.29	250.00	200.00	200.00	200.00	200.00	-20.00%
LIBRARY COPIER LEASE	15,070.07	26,000.00	26,000.00	26,000.00	29,000.00	29,000.00	0.00%
NETWORK SUPPORT	5,437.50	20,500.00	23,000.00	23,000.00	25,425.00	27,861.00	12.20%
DATA COMMUNICATIONS SERVICE	17,269.63	15,259.00	12,900.00	12,900.00	16,498.00	17,597.00	-15.46%
PRINTER SUPPORT	16,966.09	10,000.00	2,800.00	2,800.00	2,870.00	2,942.00	-72.00%
WORKSTATION SUPPORT	4,797.00	2,460.00	14,100.00	2,500.00	2,100.00	2,100.00	1.63%
SERVER SUPPORT	19,903.65	61,500.00	58,000.00	58,000.00	59,363.00	60,759.00	-5.69%
TRAINING & DEVELOPMENT	7,225.50	5,000.00	8,000.00	8,000.00	8,000.00	8,500.00	60.00%
MUNIS SOFTWARE SUPPORT	52,432.83	58,226.00	55,054.00	55,054.00	57,807.00	60,698.00	-5.45%
CONTRACTED SERVICES	131,310.58	150,575.00	139,422.00	139,422.00	144,167.00	147,651.00	-7.41%
CONSULTING SERVICES	5,830.00	3,000.00	2,500.00	2,500.00	2,500.00	2,500.00	-16.67%
TELEPHONE	43,930.63	44,000.00	38,497.00	38,497.00	38,500.00	38,500.00	-12.51%
CELLULAR PHONES / MOBILE DATA	52,218.41	60,102.00	58,371.00	58,371.00	61,289.00	64,354.00	-2.88%
PAGING SERVICES	1,086.42	1,500.00	1,200.00	1,200.00	1,200.00	1,200.00	-20.00%
OFFICE SUPPLIES	19,220.93	16,000.00	27,000.00	27,000.00	27,650.00	28,316.00	68.75%
HARDWARE SUPPLIES	37,616.46	-	-	-	-	-	
NETWORK HARDWARE	23,184.20	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-20.00%
SERVER HARDWARE	19,113.07	5,000.00	3,000.00	3,000.00	5,000.00	5,000.00	-40.00%
WORKSTATION HARDWARE	59,494.01	4,000.00	4,000.00	4,000.00	4,500.00	4,500.00	0.00%
IT SUPPLIES	245.88	-	-	-	-	-	
MILEAGE	2,670.15	4,000.00	3,000.00	3,000.00	3,075.00	3,152.00	-25.00%
MEETINGS & CONFERENCES	580.00	-	500.00	500.00	1,000.00	1,000.00	
ENCUMBRANCES	10,455.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>562,917.87</b>	<b>513,172.00</b>	<b>499,644.00</b>	<b>488,044.00</b>	<b>512,744.00</b>	<b>529,030.00</b>	<b>-4.90%</b>
<b>DEPARTMENT TOTAL</b>	<b>934,411.65</b>	<b>901,369.00</b>	<b>906,579.00</b>	<b>887,411.00</b>	<b>918,775.00</b>	<b>938,589.00</b>	<b>-1.55%</b>

**Description of Changes:**

At the end of FY14 we undertook a major exercise to check that spending during FY14 was more or less in line with the numbers we used to budget for FY15. The exercise revealed that several categories were in fact being over spent and that other areas were redundant or under spent. As pressure on budgets continues it is important that we have the best possible method for projecting budgets. Increased confidence in the projection means we can afford to be less cautious over future costs.

In addition, payments made early in FY14 to audit and trim telephone voice and data services were cost neutral in FY14 but should bring significant saving during FY15 and onwards. Armed with that information I was able to make reductions in some areas even though the effect of those savings has yet to be felt. The result is that we have made some budget reductions but that they have largely been consumed by increases in other areas.

The largest variable in our non-capital budgeting continues to be the risk of unforeseen expenses arising from other departments that fall within our area of responsibility. The reorganization of a department can mean that we have to provide extra equipment and perhaps additional licenses, or a group of users identifies a new piece of software that would enable them to improve their services. Making sure that we have some room for flexibility to support those initiatives also informs decisions on how conservative we can afford to be.

We see some persistent trends such as:

- Stable or reduced spending on conventional telephone & data circuit charges and increased spending on mobile phones, smart-phones, and mobile devices of unknown types.
- Increasing numbers of small, inexpensive devices being requested without a reduction in the number of fixed, office systems. Mobile devices in vehicles and the urge for increased flexibility for working are driving this trend.
- Above inflation level increases for software support costs.

Progress towards cloud based solutions has been slower than we had hoped. There is a strong fear among many users that services delivered over the Internet will be less reliable and less responsive. “The network” gets blamed for a multitude of problems, some of which have nothing to do with network per-se, and this may have contributed to that nervousness to commit to cloud applications. This summer we have made two significant steps in that direction however:

- The Student Information System (iPass) has been converted to a hosted solution. The server in our data center that housed it was aging and was of a type we were not able to support well.
- We have assisted the schools with a large scale roll-out of Google Apps for Education, which is entirely cloud based.

We have provided significant resource and equipment in upgrading the networks and Internet connections of those schools most likely to be impacted by the changes.

## 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

### General

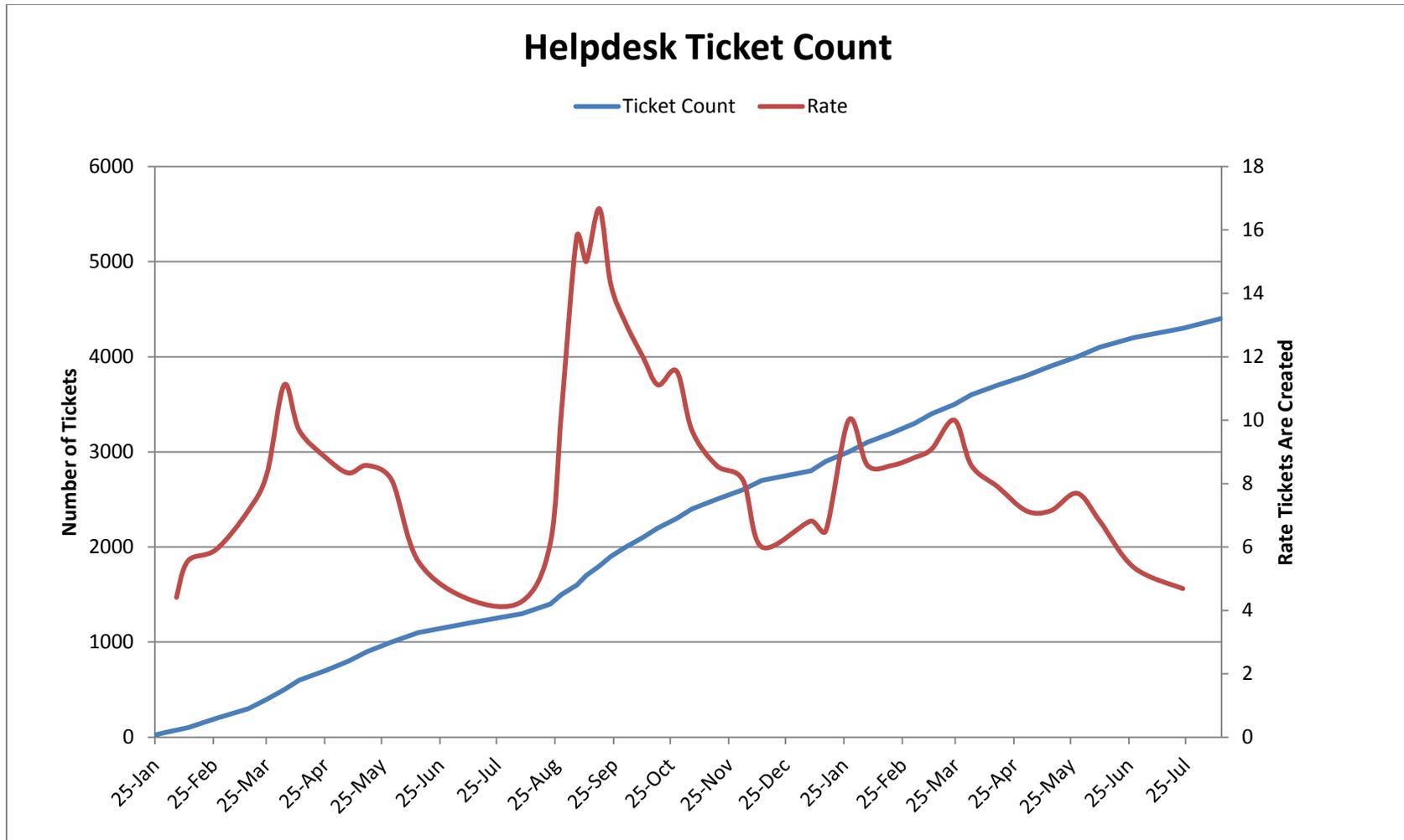
Last year was the first year we had provided metrics as part of the budget process. Here are those same metrics with their numbers updated to show the additional 12 months, or to compare them.

### Helpdesk

In January 2014 we implemented an online helpdesk system. To begin with this was just used by the town technology staff, but in March it was extended to include the school technicians as well. The system provides a web based ticket tracking system with email notices to users and technicians. It also now acts as our central asset register (for town and school), and to a lesser extent as a software register. Broadly speaking a ticket is raised for every issue that is not quickly fixed at first contact. However, it is in the nature of issues that some can be resolved in 10 minutes while others may take days. The following table shows the number of tickets raised per month.

- Support the various public meetings with appropriate technology
- Identify and promote technology changes which would improve services or increase efficiency in town departments

Month	2013 Tickets	2014 Tickets
January	64	269
February	146	228
March	250	296
April	282	217
May	268	228
June	162	188
July	104	129
August	257	106*
September	451	
October	375	
November	234	
December	188	
	<b>2,781</b>	



### Website Performance

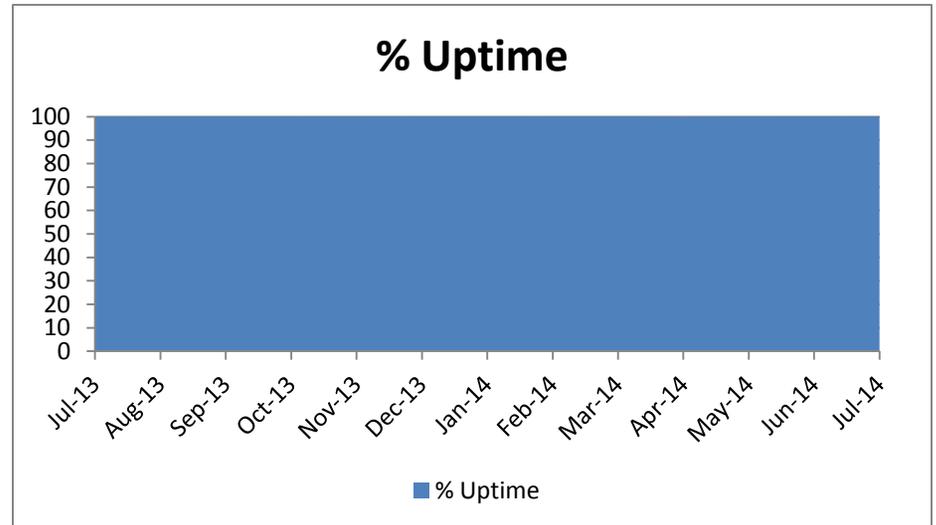
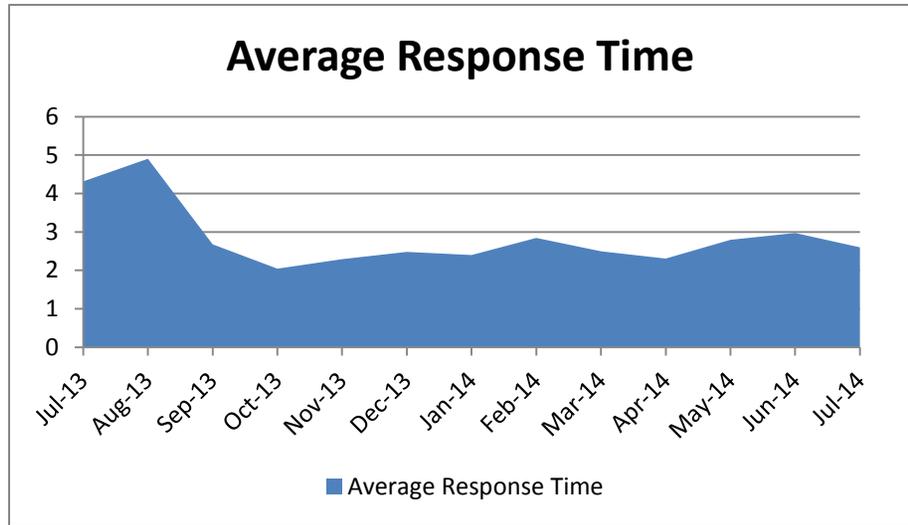
In the middle of last year we switched to a different monitoring company and hence do not have comparable statistics spanning years. The year began with the migration to the new website design which caused some performance issues until addressed by the hosting company. We are now back around the 2.5 second mark for an entire page download.

#### Response Times

The time taken to load a specific page. All the month's reading are averaged out.

#### Uptime

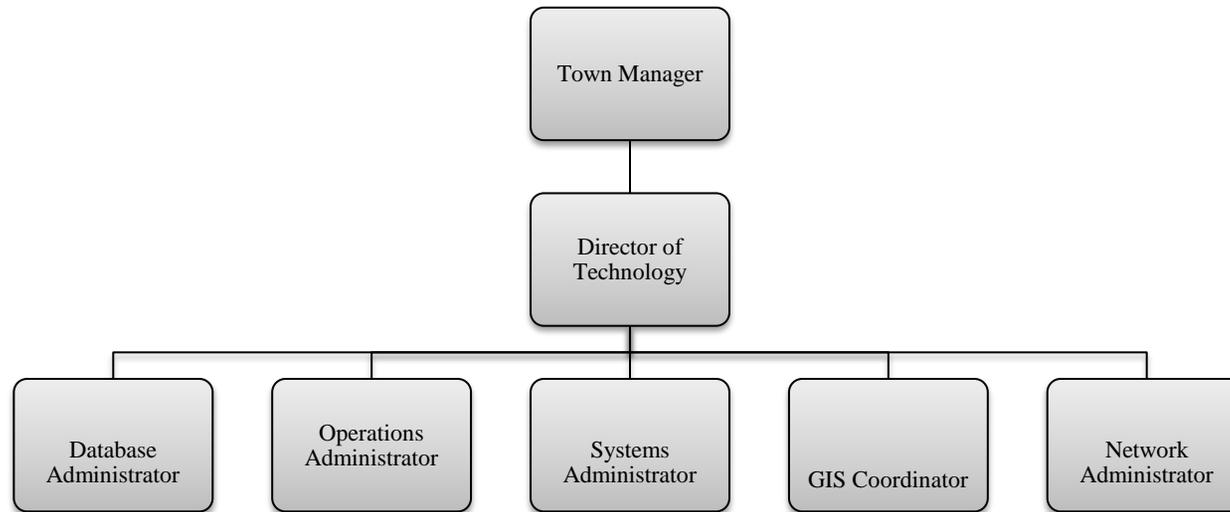
The percentage of the months' tests where the site responds within 30 seconds.



**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	100,068.00		100,068.00
Technician	1.0	OPEIU	67,120.00		67,120.00
Database Manager	1.0	OPEIU	80,252.00	600.00	80,852.00
GIS Coordinator	1.0	OPEIU	70,519.00	600.00	71,119.00
Help Desk Coordinator	1.0	OPEIU	66,406.00	850.00	67,256.00
Shared School Purchasing			6,000.00		6,000.00
Shared School Network Admin			6,952.00		6,952.00
<b>Total Personal Services</b>	<b>5.0</b>		<b>397,317.00</b>	<b>2,050.00</b>	<b>399,367.00</b>

**Technology Department 2016**



**161 Town Clerk****Mission Statement:**

The Town Clerk's Office is committed to excellent customer service, responsible stewardship of the town's archives, and upholding the principles of open government by providing access to the town's public records.

**Goals:**

Continued implementation of records management program goals: Develop a standard operating procedure (SOP) for DMS indexing.

**Description of Changes:**

The Town Clerk's Office budget is closely linked to the state election schedule. Even-numbered years bring state primaries and elections. These are reflected in budget increases in odd numbered fiscal years. FY16 is unique in that it reflects the Presidential Primary, so there are two elections that require funding. This affects both expense and personal service line items. Election Officer pay is also increasing by \$1 to follow recent legislation that raised the minimum wage incrementally over the next few years.

Staff changes that are reflected in the personal services portion of the budget are the result of departmental reorganization following an extended medical leave and subsequent resignation by a staff member. Over the last few years, the complexities and expectations on office personnel have changed.

The Department Assistant has increased duties from technical assistance and filing tasks to processing and tracking ethics and open meeting law filings, oath of office tracking for all boards and committees and assisting with correspondence and Election Day preparation. This position is the point of contact for both elected and appointed members regarding campaign finance filings as well. Filing and scanning minutes has also become an important function of this job. This position has been reclassified as Administrative Assistant.

The Administrative Assistant position has been reclassified as Records Supervisor because so many of the duties revolve around state and town databases, including the state voter registration information system (VRIS), dog licensing, Boards and Committees, Archives Space and the Town's document management system (DMS). The position requires the ability to modify forms and queries and create reports in departmental databases and communicate with other departments and the public to help improve DMS so that it becomes a trusted source for town records.

Increases in conferences/meetings and mileage line items will cover the cost of attending the Mass Town Clerk's Association's fall conference in Springfield, enable the Assistant Town Clerk to attend conferences as time and staffing allows and continued archives certification training.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN CLERK	78,461.85	80,032.00	82,033.00	82,033.00	82,033.00	82,033.00	2.50%
ASST TOWN CLERK	63,622.06	64,855.00	66,406.00	66,406.00	66,152.00	66,152.00	2.39%
RECORDS SUPERVISOR	28,782.53	32,589.00	44,189.00	44,189.00	44,021.00	44,021.00	35.59%
ADMINISTRATIVE ASSISTANT	18,524.86	19,206.00	20,949.00	20,949.00	21,893.00	22,918.00	9.08%
ELECTION WORKERS	6,334.36	21,390.00	16,530.00	16,530.00	25,746.00	10,266.00	-22.72%
REGISTRARS	1,843.08	3,856.00	3,261.00	3,261.00	5,828.00	2,746.00	-15.43%
LONGEVITY	2,084.00	2,091.00	3,191.00	3,191.00	3,441.00	3,441.00	52.61%
<b>CATEGORY TOTAL</b>	<b>199,652.74</b>	<b>224,019.00</b>	<b>236,559.00</b>	<b>236,559.00</b>	<b>249,114.00</b>	<b>231,577.00</b>	<b>5.60%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	3,392.14	8,000.00	6,295.00	6,295.00	8,475.00	4,615.00	-21.31%
POSTAGE	3,439.00	4,460.00	4,615.00	4,615.00	5,020.00	5,305.00	3.48%
ADVERTISING-LEGAL	593.04	600.00	600.00	600.00	600.00	600.00	0.00%
PRINTING SERVICES	6,283.13	7,425.00	7,100.00	7,100.00	7,200.00	7,000.00	-4.38%
RECORDS PRESERVATION	497.68	500.00	500.00	500.00	500.00	500.00	0.00%
OFFICE SUPPLIES	820.03	1,350.00	1,700.00	1,700.00	2,050.00	1,350.00	25.93%
TRAVEL - MILEAGE	1,024.66	750.00	1,000.00	1,000.00	1,000.00	1,000.00	33.33%
MEETINGS & CONFERENCES	602.00	795.00	1,000.00	1,000.00	1,000.00	1,000.00	25.79%
DUES & MEMBERSHIPS	466.04	611.00	791.00	791.00	791.00	791.00	29.46%
ENCUMBRANCES	2,018.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>19,135.72</b>	<b>24,491.00</b>	<b>23,601.00</b>	<b>23,601.00</b>	<b>26,636.00</b>	<b>22,161.00</b>	<b>-3.63%</b>
<b>DEPARTMENT TOTAL</b>	<b>218,788.46</b>	<b>248,510.00</b>	<b>260,160.00</b>	<b>260,160.00</b>	<b>275,750.00</b>	<b>253,738.00</b>	<b>4.69%</b>

**Programs & Services:**

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

Municipal clerks are about to go online with the Registry of Vital records for electronic death certificate and burial permit processing. Its success will depend on the cooperation of doctors and funeral homes. The birth module has been in place for a few years and is working well.

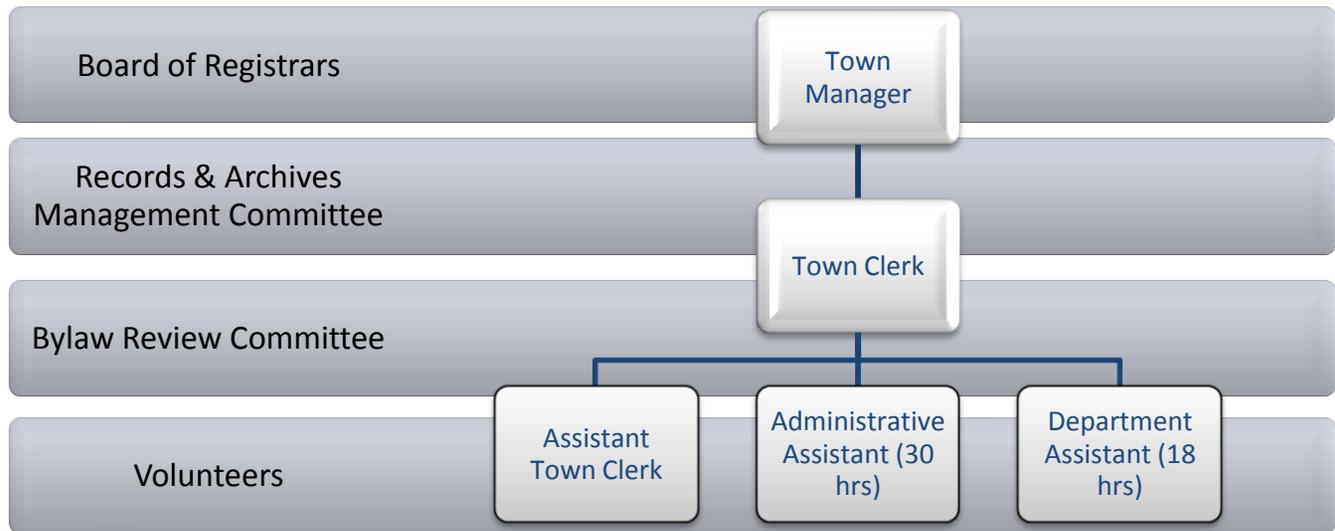
The obligations of records management has changed greatly within the Town Clerk's Office in recent years. In addition to its own statutory programs such as vital records registration; planning and zoning application decision recording and filing and management of the town's archives from late 19<sup>th</sup> century, the collection of more recent archives to the newly created archives center has offered the opportunity to take a closer look at records management practices town-wide. With the assistance of the Records & Archives Management Committee, the Town Clerk's Office serves as a resource for town departments and the general public in records management and request processing. The common goal of records creators is to manage and preserve town actions for the edification and benefit of future generations. To that end, the Records & Archives Management Committee continues its mission to support a centralized records management program.

Records management work has focused on a community preservation act-funded project to organize and reduce the volume of material stored in the archives center by conducting a physical inventory, eliminating duplicates and scanning collections. Simmons College Archives Intern Laura Carter has conducted the vault and limited retention records inventory. That information has been entered into ArchivesSpace, an online archives management tool developed by Archivists. Also as part of the grant, Emily Teller and Nancy Ellis have been working with Board of Appeals collection of applications, decisions and meeting packets. The result will be a model for other departments to follow, perhaps through future grants.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	82,033.00	750.00	82,783.00
Assistant Town Clerk	1.0	OPEIU	66,406.00	1,100.00	67,506.00
Records Supervisor	0.8	CWA	44,189.00	1,100.00	45,289.00
Administrative Assistant	0.5	CWA	20,949.00	241.00	21,190.00
Election Workers			16,530.00		16,530.00
Registrars			3,261.00		3,261.00
<b>Total Personal Services</b>	<b>3.3</b>		<b>233,368.00</b>	<b>3,191.00</b>	<b>236,559.00</b>

**Town Clerk 2016**



**Other Metrics:****At the Counter**

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

<b>Item</b>	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>Notes</b>
<b>Bulk Stickers</b>	2,073	2,616	1,239	1,807	1,954	2,070	
<b>Business Certificate</b>	149	158	142	124	121	148	
<b>Dog licenses</b>	2,317	2,353	2,400	2,481	2,030 (Sept)	2513	Calendar year
<b>Fish &amp; Wildlife</b>	282	208	255	34	0	0	Available online only as of 1/1/12
<b>Flammable Storage Registration</b>	57	37	38	38	41	41	Calendar Year
<b>Marriage Licenses</b>	59	59	58	59	60	53	
<b>Notarizations</b>	470	423	390	475	578	502	
<b>Raffle Permits</b>	10	11	5	13	10	8	
<b>Certified Copies of Vital Records</b>	1,246	1,110	1,183	1,108	1,180	1,088	

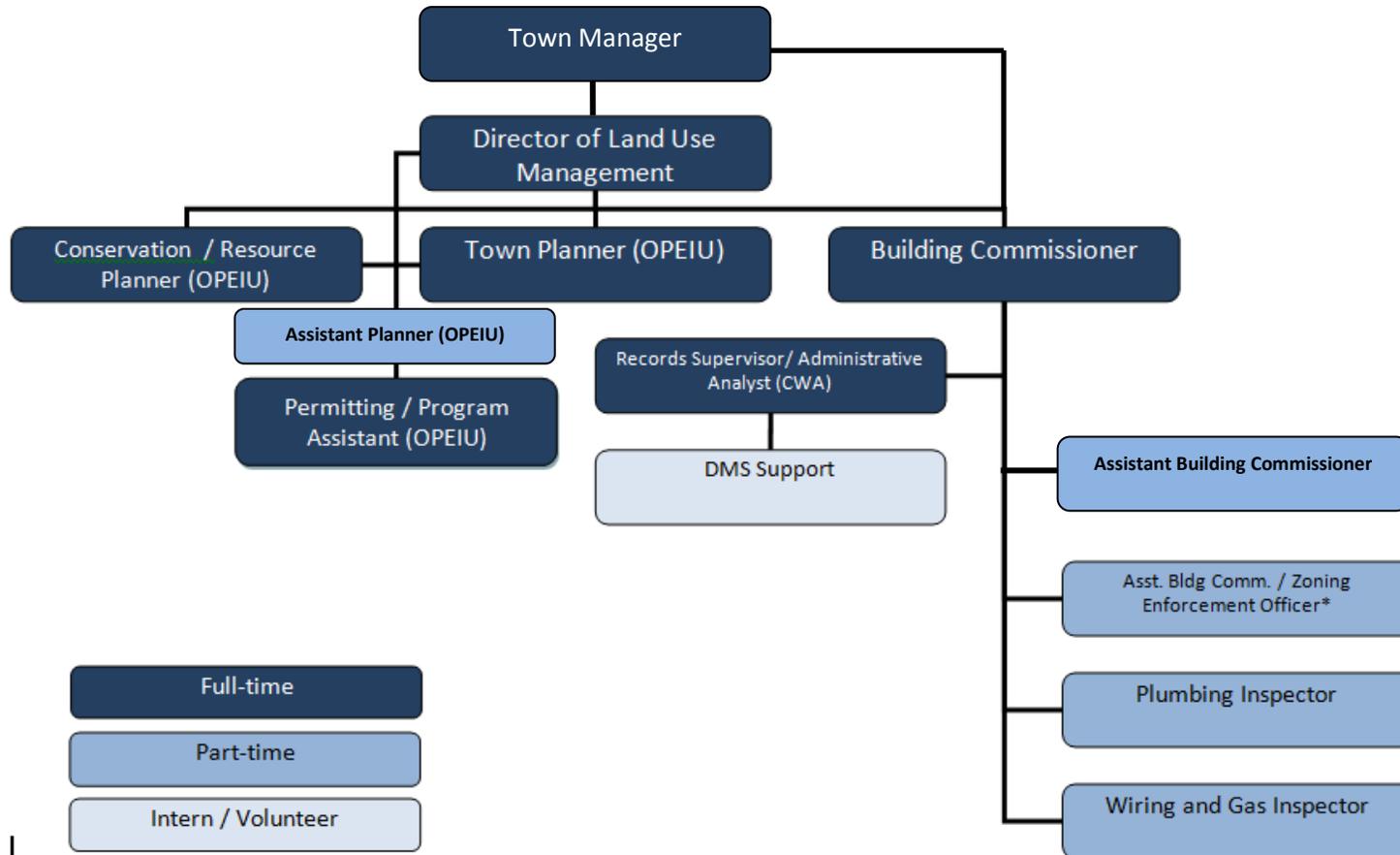
### Selectmen's Annual Licensing

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

	2009	2010	2011	2012	2013	2014
<b>All Alcohol Club</b>	7	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2	2
<b>All Alcohol Restaurant</b>	14	15	16	17	21	18
<b>Beer &amp; Wine Package Store</b>	5	3	3	4	5	6
<b>Beer &amp; Wine Restaurant</b>	1	1	2	1	1	3
<b>Common Victualler</b>	44	40	44	44	57	54
<b>Automatic Amusement</b>	34	198	102	97	90	92
<b>Class I New Car</b>					1	1
<b>Class II Used Car</b>	9	7	9	9	9	10
<b>Class III Junk Car</b>	1	1	0	1	1	0

170 Permitting

**Land Use and Permitting Departments 2016**



**Mission Statement:**

The Permitting staff includes the Director of Land Use Management (DLUM) and Program Assistant who provide a high level of customer service to applicants, boards, committees and other departments. The DLUM oversees the Planning, Conservation, Zoning and Building Departments, which in turn support several Boards and Commissions: Planning Board, Zoning Board of Appeals and Conservation Commission. These Boards and Commissions and the Building Department review land use permits, building permits, inspections of development sites and buildings, and enforcement of state and local wetland regulations and local zoning regulations. Implementation of the town's Master Plan is a priority for the DLUM, as are implementation of other adopted land use reports and studies. This department collaborates with Town residents and colleagues as a resource for interdepartmental efforts such as Strategic Planning Retreats, joint management of Town owned lands and facilities, a key participant in Economic Development planning and implementation, and conducting public outreach and participation.

Permitting staff strives to provide a wide array of services to the public, other town departments and a number of standing committees including: Master Plan Implementation Committee, Economic Development Committee, Affordable Housing, Affordable Housing Trust Fund, Pedestrian Safety, and the Historical Commission. The DLUM, Town Planner, Assistant Planner and Conservation / Resource Planner also support ad hoc efforts such as Open Space and Recreation Master Plan, Town Center Parking Study, 12 North Main Street redevelopment and Task Forces investigating possible purchase of lands currently in Chapter 61. The Program Assistant provides accurate management and reports for a variety of financial accounts such as the Affordable Housing Trust Fund, Developer Bonds and Peer Review Escrow accounts, development mitigation accounts and Planning, Zoning and Conservation permitting fees. The Assistant Planner provides efficient and accurate professional assistance to the Public, Town Planner and the Conservation / Resource Planner.

**Goals:**

- 1) Continue participation in multi-town regional efforts such as CrossTown Connect and Middlesex 3 to increase opportunities for the Town's businesses and residents, especially related to alternative transportation measures.
- 2) Manage the staffs of the Planning, Zoning, Conservation and Building Departments so that they are able to provide high quality services to the public and to our customers in a busy work environment where staff have the tools they need to handle the high volume of permits and ad hoc requests;
- 3) Provide for a smooth transition of a new Conservation / Resource Planner after FY 15 retirement of 29 year employee;

- 4) Improve tracking and enforcement of land use matters (including zoning enforcement, coordination for conditions of approval, and town owned land management); and
- 5) Continue the 5-year review of Master Plan Implementation items with a preliminary report at the annual Strategic Planning Retreat at ATM 2015 and a list of remaining Master Plan Action Items presented to staff, Boards and Committees in FY 15 for review and feedback.
- 6) Provide objective analysis and support to Boards and the public in a contentious environment while maintaining high professional standards.

### Summary of Permit Activity for Land Use and Permitting Departments

	Planning Board	Board of Appeals	Conservation Commission	<b>Totals</b>
FY 2011	34	34	60	<b>128</b>
FY 2012	51	37	69	<b>157</b>
FY 2013	52	52	47	<b>151</b>
FY 2014	40	50	48	<b>138</b>

*Note – permits vary widely in complexity and amount of work required to process*

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
ASSISTANT PLANNER	20,063.67	42,223.00	44,144.00	44,144.00	45,248.00	46,378.00	4.55%
DIRECTOR LAND USE MANAGEMENT	92,924.86	96,206.00	98,611.00	98,611.00	98,611.00	98,611.00	2.50%
PERMITTING PROGRAM ASST	57,071.36	58,510.00	60,209.00	60,209.00	59,979.00	59,979.00	2.90%
INTERN / DMS SUPPORT	3,980.16	4,750.00	4,969.00	4,969.00	4,969.00	4,969.00	4.61%
LONGEVITY	850.00	850.00	1,350.00	1,350.00	1,350.00	1,600.00	58.82%
<b>CATEGORY TOTAL</b>	<b>174,890.05</b>	<b>202,539.00</b>	<b>209,283.00</b>	<b>209,283.00</b>	<b>210,157.00</b>	<b>211,537.00</b>	<b>3.33%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	30,900.00	30,900.00	38,900.00	38,900.00	38,900.00	38,900.00	25.89%
OFFICE SUPPLIES	2,983.29	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%
TRAVEL-MILEAGE	1,440.00	1,440.00	1,440.00	1,440.00	1,500.00	1,500.00	0.00%
MEETINGS & CONFERENCES	250.00	800.00	500.00	500.00	500.00	500.00	-37.50%
DUES AND MEMBERSHIPS	525.00	525.00	825.00	825.00	825.00	825.00	57.14%
BILL OF PRIOR YEAR	264.03	-	-	-	-	-	0.00%
ENCUMBRANCES	206.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>36,568.32</b>	<b>36,865.00</b>	<b>44,865.00</b>	<b>44,865.00</b>	<b>44,925.00</b>	<b>44,925.00</b>	<b>21.70%</b>
<b>DEPARTMENT TOTAL</b>	<b>211,458.37</b>	<b>239,404.00</b>	<b>254,148.00</b>	<b>254,148.00</b>	<b>255,082.00</b>	<b>256,462.00</b>	<b>6.16%</b>

### Description of Changes:

FY 14/15 added a new standing committee -- Master Plan Implementation Committee (MPIC) and several task forces and efforts related to Chapter 61 properties (Timberlake, Agnew and Drew Gardens). The Assistant Planner began work in FY 14, which has helped reduce the stress levels for the Town Planner and Conservation / Resource Planner. The Assistant Building Commissioner started in FY 14 and offers additional resources for the Building Department (see 241). The Assistant Planner works 24 hours a week and is responsible for minutes of 3 boards through FY 15. The FY 16 budget includes additional contracted services for two purposes: 1) funds to pay for professional appraisals (two) for ad hoc chapter 61 properties; and 2) stipend of \$6,475 to Assistant Planner to provide minutes to Planning and Zoning Boards outside of work hours to enable more direct support of Town Planner and Conservation / Resource Planner.

**Programs & Services:***Director of Land Use Management*

1. Manages and coordinates staff resources for Planning Board, Building Permits and inspections, Wetland Protection Act, enforcement and follow up on conditions of approval and participates in complex multi-departmental projects. The DLUM prepares overall department budget, staff evaluations and mentors staff.
2. Prepares materials for the MPIC, Board of Selectmen, and other Committees on an as needed basis. Examples include create and prepare Protocols for Chapter 61 properties, Drop Box Regulations, and coordination with property owners and developers relating to negotiations of development agreements, Tax Increment Financing (TIF).
3. The DLUM is the single point of contact for new businesses and developers who want to develop lands in the Town. DLUM also coordinates with several public-private regional efforts, such as the 495 MetroWest Partnership, CrossTown Connect, and Middlesex 3. The DLUM is often involved with Town Counsel on issues ranging from potential and actual litigation matters related to permit approvals, land acquisition, and enforcement of conditions of approvals or other restrictions.
4. Management of Zoning Bylaw revisions such as the Medical Marijuana Overlay District approved at the 2014 ATM;
5. Negotiations with property owners for land acquisitions such as the Timberlake Property (approved at 2014 STM)
6. Oversight of public records requests which have increased in FY 14-15.
5. Improve financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund
7. 2015 Policy Priorities Assigned by Town Manager / Board of Selectmen
  - a) Economic development committee, continued work on Transportation Management issues
  - b) Participate in 10-12 North Main Street clean up and redevelopment
  - c) Participate in multi department review of maintenance of public properties
  - d) Primary responsibility for crafting and implementing the policy/procedures related to properties where Town has a Right of First Refusal (Chapter 61 and APR lands).

*Permitting / Program Assistant*

1. Administrative support to Planning, Conservation, Zoning and Permitting personnel
  - a) Coordination of payment of invoices and accounting in QuickBooks for approximately 36 Conservation, Planning and Zoning developer escrow accounts containing more than \$100,000.
  - b) Maintenance of multiple QuickBooks accounts, tracking, reporting, release and closeout of approximately 22 Planning and Zoning developer performance bonds containing more than \$450,000.
  - c) Payment of invoices and manage accounting information in QuickBooks for the Affordable Housing Trust Fund.

- d) Daily back up support to Building Department Records Specialist, including answering the phone, scheduling inspections, and staffing the service counter.
- e) Prepare and maintain procedural checklist for every Planning and Zoning Board permits.
- f) Meeting packet preparation for Planning Board, Board of Appeals and Conservation Commission (~5 packets/month), and other Committees as directed.

*Assistant Planner*

1. Support Town Planner and Conservation Planner to create and administer filings, legal notices, pre-application meetings with applicants, site visits, and other work as needed.
2. Prepare minutes for Planning Board, Board of Appeals, and Conservation Commission (5 meetings per month).

*Intern*

1. Scans documents for Building Department;
2. Assists with public notice copying and mailings; and
3. Filing support for all the departments under Permitting umbrella.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director of Land Use Management	1.0	EXEM	98,611.00	500.00	99,111.00
Asst. Planner	0.6	OPEIU	44,144.00		44,144.00
Permitting Program Asst	1.0	OPEIU	60,209.00	850.00	61,059.00
Intern / DMS Support			4,969.00		4,969.00
<b>Total Personal Services</b>	<b>2.6</b>		<b>207,933.00</b>	<b>1,350.00</b>	<b>209,283.00</b>

**171 Conservation****Mission Statement:**

The Conservation Commission's chief responsibilities are administering the State Wetlands Protection Act and local non-zoning wetlands bylaw, which primarily entails review of projects proposed to take place within 100 feet of wetlands to protect the important benefits and resource values provided by wetlands, and acquiring and managing land for the protection of the natural resources and watersheds of the town. The Commission has over 2,000 acres of town owned land in its care and custody, and is also responsible for overseeing compliance with 67 permanent Conservation Restrictions on over 1,700 acres of land. The Commission also has responsibility for overseeing the management of the facilities at East Boston Camps and the Hill Orchard.

**Goals for FY 2016**

Continue the high level of professional work and tasks established by the former Conservation / Resource Planner and transition to a new staff.

**Description of Changes:**

The Conservation Department spends an increasing amount of time managing and administering the Conservation Restrictions it holds on over 1,700 acres of land. Conservation Restrictions should be inspected annually for encroachments or other intrusions, and there is currently no systematic inventory of such lands. As an example, a single problem with an intrusion into a Conservation Restriction area took hundreds of hours of staff and legal counsel time. To address this problem, the FY 16 budget includes \$4,000 for a contractor to conduct site visits and create a database of these properties so they can be better managed in the future. This project is anticipated to continue into FY 2017. The Conservation Department benefited from the addition of a part-time Assistant Planner in the Permitting Department, who also provides minutes for the Conservation Commission and also is updating the Open Space and Recreation Plan in FY 15. In October 2014, the Town hosted a mobile workshop featuring its successful Open Space Residential Subdivisions featuring the Town's successes over time in working with developers to design subdivisions that protect open spaces and create trail networks.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
CONSERVATION COORDINATOR	77,125.72	81,353.00	73,342.00	73,342.00	75,176.00	77,055.00	-9.85%
STIPEND	3,000.00	3,000.00	-	-	-	-	-100.00%
LONGEVITY	2,100.00	2,100.00	-	-	-	-	-100.00%
INTERIM COORDINATOR	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>82,225.72</b>	<b>86,453.00</b>	<b>73,342.00</b>	<b>73,342.00</b>	<b>75,176.00</b>	<b>77,055.00</b>	<b>-15.17%</b>
<b>EXPENSES</b>							
CONTRACTED CLERICAL SERVICE	2,125.00	-	-	-	-	-	
CONSULTING SERVICES	-	-	5,000.00	5,000.00	5,000.00	5,000.00	
OTHER PURCHASED SERVICES	176.97	300.00	300.00	300.00	300.00	300.00	0.00%
CONSERVATION SUPPLIES		100.00	100.00	100.00	100.00	100.00	0.00%
TRAVEL - MILEAGE	398.20	880.00	600.00	600.00	600.00	600.00	-31.82%
MEETINGS & CONFERENCES	115.00	350.00	350.00	350.00	350.00	350.00	0.00%
DUES AND MEMBERSHIPS	670.00	690.00	690.00	690.00	690.00	690.00	0.00%
ENCUMBRANCES	625.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>4,110.17</b>	<b>2,320.00</b>	<b>7,040.00</b>	<b>7,040.00</b>	<b>7,040.00</b>	<b>7,040.00</b>	<b>203.45%</b>
<b>DEPARTMENT TOTAL</b>	<b>86,335.89</b>	<b>88,773.00</b>	<b>80,382.00</b>	<b>80,382.00</b>	<b>82,216.00</b>	<b>84,095.00</b>	<b>-9.45%</b>

### Programs & Services:

1. Issue permits and violations/enforcement certificates.
2. Assistance to applicants regarding local and DEP permitting.
3. Sign off on issuance of building permits upon compliance with Orders of Conditions.
4. Litigation support to Town Counsel.
5. Departmental accounting (with Permitting/Program Assistant).
7. Lead staff works on conservation land and conservation restriction acquisitions.
8. Provide support staffing to enable public use and fee-generating rental / lease of 300-acre East Boston Camps (EBC) property
  - a) Coordinate EBC rentals with Recreation Department
  - b) Lease portion of EBC to summer camp provider

- c) Transition maintenance of EBC from Caretaker to Recreation Department and Facility Management staff.
- 9. Oversee over 2,000 acres of conservation land.
- 10. Work with Land and Trail Steward volunteers.
- 11. Point of contact for land use volunteers such as Eagle Scouts, Westford Academy students and Westford citizens and businesses for projects such as invasive species removal.
- 12. Oversee of Day Land lease.
- 13. Oversee of Hill Orchard operations.
- 14. Maintain Town-owned land catalogue.

The 2009 Master Plan and the 2010 Open Space & Recreation Plan both include Action Items recommending the addition of capacity to manage the town's growing inventory of conservation land. The town has added nearly 360 acres of conservation land and/or conservation-restricted land since the 2010 adoption of the Open Space & Recreation Plan. These trends extend back at least since 2000, since time the acreage of land under the care and custody of the Conservation Commission has increased by 80%. In addition to this dramatic increase in land area, the transfer of the 287-acre East Boston Camps site from the Board of Selectmen to the Conservation Commission since its initial acquisition brought with it significant additional responsibilities related to oversight and management of more than 30 buildings on site. Work relative to EBC, including oversight of the contract Caretaker and response to public inquiries continues to occupy a significant portion of the Conservation/Planner's time from week to week, with periodic involvement from the Director of Land Use Management.

**Personnel:**

After 29 years of service to the Town, Conservation / Resource Planner Bill Turner retired in March of 2015. The budget anticipates hiring of a new Conservation / Resource Planner at Step 2 in Band D of the OPEIU contract. The FY16 budget anticipates a step increase to Step3 in Band D of the OPEIU contract.

Position	FTE	Unit	Salary	Longevity	Stipend	Total
Conservation Coordinator	1.0	OPEIU	73,342.00	-	-	73,342.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>73,342.00</b>	-	-	<b>73,342.00</b>

**175 Planning Board****Mission Statement:**

The Town Planner provides a high level of services to two boards and the applicants that come before them: the Planning Board and the Zoning Board of Appeals. Each of these boards hears applications and reviews public policies related to development and land management. Applicants rely on the Planner to assist them through the process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Planner advises on matters of public policy, coordinates closely with other departments in development review and follow up to make sure that conditions of approval are followed. The Planner hosts the monthly technical review meetings, as a mechanism to insure interdepartmental coordination and open discussion amongst other departments. Collaborate with other departments in interdisciplinary projects such as the Stormwater Master Plan, Main Street Water Line and Road reconstruction, and Groton Road intersection designs.

	<b>FISCAL 2014 ACTUAL</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 REQUEST</b>	<b>FISCAL 2016 TMR</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2016 % INC/DEC</b>
<b>PERSONAL SERVICES</b>							
TOWN PLANNER	68,775.23	71,904.00	75,176.00	75,176.00	77,055.00	78,982.00	4.55%
LONGEVITY	-	-	-	-	-	600.00	
<b>CATEGORY TOTAL</b>	<b>68,775.23</b>	<b>71,904.00</b>	<b>75,176.00</b>	<b>75,176.00</b>	<b>77,055.00</b>	<b>79,582.00</b>	<b>4.55%</b>
<b>EXPENSES</b>							
CONTRACTED CLERICAL SERVICES	5,912.56	-	4,400.00	4,400.00	4,400.00	4,400.00	
ADVERTISING - LEGAL	1,118.50	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
REGISTRY EXPENSES	-	150.00	75.00	75.00	75.00	75.00	-50.00%
BOOKS & SUBSCRIPTIONS	66.04	200.00	200.00	200.00	200.00	200.00	0.00%
PLANNING STUDIES	596.00	17,950.00	-	-	-	5,000.00	-100.00%
TRAVEL-MILEAGE	-	-	150.00	150.00	150.00	150.00	0.00%
MEETINGS & CONFERENCES	-	2,000.00	1,100.00	1,100.00	1,100.00	1,100.00	-45.00%
DUES & MEMBERSHIPS	285.00	385.00	545.00	545.00	320.00	545.00	41.56%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>7,978.10</b>	<b>22,185.00</b>	<b>7,970.00</b>	<b>7,970.00</b>	<b>7,745.00</b>	<b>12,970.00</b>	<b>-64.07%</b>
<b>DEPARTMENT TOTAL</b>	<b>76,753.33</b>	<b>94,089.00</b>	<b>83,146.00</b>	<b>83,146.00</b>	<b>84,800.00</b>	<b>92,552.00</b>	<b>-11.63%</b>

**Goals for FY 2016**

1. Review and update Planning Board and Board of Appeals fees and application materials.
2. Continue monthly coordination of Technical Review Committee.
3. Continue high level of services to applicants and Boards in a busy work environment.

**Description of Changes:**

The Town Planner participated in the following designer selection and ongoing public project design committees during FY 14 -15: Oak Hill and Dunstable / Route 40; Stormwater Management Plan; and Main Street Water/Road improvements. The Planning Department benefited from the addition of a part-time Assistant Planner in the Permitting Department to allow more of the Town Planner's time to be spent supporting Boards and Committees, and policy initiatives such as Master Plan implementation. The FY 16 budget shifts Assistant Planner's responsibility for minutes for 2 of the 3 boards to a stipend basis, which frees up needed time to for the Assistant Planner to support efforts such as the Open Space and Recreation Plan for the Conservation Commission and still provide needed support to the Town Planner. Such efforts save the Town from having to rely on consultant services for such work. Note: Assistant Planner position is in the 170 Budget, Planning Board Minutes services are included in this budget.

**Programs & Services:**

1. Sign off on issuance of building permits upon compliance with permit conditions.
2. Lead and facilitate monthly Technical Review meetings for departments involved in permitting or inspection of new development.
3. Dedicated support to Planning Board.
4. Coordination of construction inspection with Engineering and other Town Departments.
5. Periodic support to Affordable Housing Committee, Affordable Housing Trust Fund.
6. Sign permit staff reports to the Board of Selectmen; permitting coordination with Building Department.
7. Professional and procedural work related to Board and citizen-proposed zoning amendments.
8. Litigation support to Town Counsel.

9. Compliance with public records and open meeting law.
10. Work with Town Planner and Town Treasurer to transfer all accounting to QuickBooks.
11. Contribution to public policy initiatives such as staff support and drafting, community outreach activities relative to Registered. Marijuana Dispensaries (amendments anticipated for consideration at 2014 Annual Town Meeting).
12. Review for possible amendment - Subdivision roadway standards.
13. As-needed support to Board of Selectmen, Historical Commission.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Planner	1.0	OPEIU	75,176.00	-	75,176.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>75,176.00</b>	-	<b>75,176.00</b>

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

The Board of Appeals strives to provide timely and efficient permitting to applicants who seek relief from the zoning bylaw and to provide fair and open permits for projects coming in as 40B (Comprehensive Permits) which provide affordable housing. The Board is diligent in making sure that permit conditions and commitments from applicants are followed through.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
OTHER CONTRACTUAL SERVICES	3,056.68	-	2,100.00	2,100.00	2,100.00	2,100.00	
MEETINGS & CONFERENCES	-	500.00	150.00	150.00	150.00	150.00	-70.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>3,056.68</b>	<b>500.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>350.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>3,056.68</b>	<b>500.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>2,250.00</b>	<b>350.00%</b>

The FY 16 budget shifts Assistant Planner's responsibility for minutes for 2 of the 3 boards to a stipend basis, which frees up needed time to for the Assistant Planner to support efforts such as the Open Space and Recreation Plan for the Conservation Commission and still provide needed support to the Town Planner. Such efforts save the Town from having to rely on consultant services for such work. Note: Assistant Planner position is in the 170 Budget, Board of Appeals minutes services are included in this budget.

**Programs & Services:**

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

## 192 Town Hall

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
PERSONAL SERVICES							
ADDITIONAL COVERAGE		8,879.00	10,440.00	10,440.00	10,440.00	10,440.00	
CUSTODIANS	33,830.73	34,468.00	35,326.00	35,326.00	35,157.00	35,157.00	2.49%
OVERTIME	3,254.84	3,500.00	3,500.00	3,500.00	4,000.00	4,000.00	0.00%
LONGEVITY	850.00	850.00	1,100.00	1,100.00	1,100.00	1,100.00	29.41%
<b>CATEGORY TOTAL</b>	<b>37,935.57</b>	<b>47,697.00</b>	<b>50,366.00</b>	<b>50,366.00</b>	<b>50,697.00</b>	<b>50,697.00</b>	<b>5.60%</b>
EXPENSES							
CLOTHING ALLOWANCE	540.00	540.00	740.00	740.00	740.00	740.00	37.04%
ELECTRICITY	27,118.89	24,000.00	27,000.00	27,000.00	26,000.00	26,000.00	12.50%
HEATING FUEL	7,619.83	7,500.00	8,000.00	8,000.00	8,000.00	8,000.00	6.67%
WATER	1,575.71	1,700.00	1,600.00	1,600.00	2,000.00	2,000.00	-5.88%
BUILDING MAINTENANCE	16,966.25	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
GROUNDS MAINTENANCE	-	3,500.00	3,000.00	3,000.00	3,500.00	3,500.00	-14.29%
VEHICLE MAINTENANCE	881.44	850.00	850.00	850.00	850.00	850.00	0.00%
EQUIPMENT MAINTENANCE	5,226.04	4,400.00	5,000.00	5,000.00	4,400.00	4,400.00	13.64%
OFFICE EQUIPMENT MAINTENANCE	95.32	-	-	-	-	-	
BLDG MAINT SVCS - HVAC	4,271.98	7,000.00	5,000.00	5,000.00	7,000.00	7,000.00	-28.57%
BLD MAINT SVCS - GENERATOR & ELECT.	561.75	3,500.00	2,000.00	2,000.00	3,500.00	3,500.00	-42.86%
BLDG MAINT SVCS - ELEVATOR	2,325.00	2,000.00	2,400.00	2,400.00	2,000.00	2,000.00	20.00%
BLD MAINT SVCS - FIRE/ALARM	765.00	1,000.00	1,000.00	1,000.00	1,200.00	1,200.00	0.00%
POSTAGE METER RENTAL	2,575.68	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	0.00%
POSTAGE	13,312.50	22,000.00	15,000.00	15,000.00	15,000.00	15,000.00	-31.82%
GASOLINE	719.07	610.00	800.00	800.00	610.00	610.00	31.15%
COPIER SUPPLIES	5,459.50	5,000.00	5,400.00	5,400.00	5,000.00	5,000.00	8.00%
CUSTODIAL/CLEANING SUPPLIES	1,727.68	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
BOTTLED WATER	567.81	650.00	600.00	600.00	650.00	650.00	-7.69%
ENCUMBRANCES	5,286.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>97,595.45</b>	<b>98,850.00</b>	<b>92,990.00</b>	<b>92,990.00</b>	<b>95,050.00</b>	<b>95,050.00</b>	<b>-5.93%</b>
<b>DEPARTMENT TOTAL</b>	<b>135,531.02</b>	<b>146,547.00</b>	<b>143,356.00</b>	<b>143,356.00</b>	<b>145,747.00</b>	<b>145,747.00</b>	<b>-2.18%</b>

**Description of Changes:**

- The Postage line item has been reduced due to decreased mailings.

**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:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Custodian	0.8	CWA	35,326.00	1,100.00	36,426.00
Overtime			3,500.00		3,500.00
Additional Coverage			10,440.00		10,440.00
<b>Total Personal Services</b>	<b>0.8</b>		<b>49,266.00</b>	<b>1,100.00</b>	<b>50,366.00</b>

**Other Information:**

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

**199 Public Buildings & Properties Maintenance**

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
PROJECT INSPECTOR - FACILITIES TEC	31,439.46	32,221.00	32,993.00	32,993.00	32,867.00	32,867.00	2.40%
CUSTODIAN	8,212.34	8,617.00	8,790.00	8,790.00	8,790.00	8,790.00	2.01%
OPM STIPEND	-	6,510.00	7,830.00	7,830.00	7,830.00	7,830.00	20.28%
OVERTIME		2,240.00	5,000.00	5,000.00	5,000.00	5,000.00	123.21%
LONGEVITY	250.00	250.00	250.00	250.00	250.00	250.00	0.00%
<b>CATEGORY TOTAL</b>	<b>39,901.80</b>	<b>49,838.00</b>	<b>54,863.00</b>	<b>54,863.00</b>	<b>54,737.00</b>	<b>54,737.00</b>	<b>10.08%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	347.89	-	350.00	350.00	350.00	350.00	
ELECTRICITY	2,698.42	500.00	2,800.00	2,800.00	2,800.00	2,800.00	460.00%
HEATING FUEL	2,162.30	1,000.00	2,200.00	2,200.00	2,200.00	2,200.00	120.00%
BUILDING MAINTENANCE		250.00	10,000.00	10,000.00	25,250.00	25,250.00	3900.00%
GROUNDS MAINTENANCE		1,000.00	500.00	500.00	3,000.00	3,000.00	-50.00%
BLDG MAINT SVCS - HVAC	645.57	500.00	750.00	750.00	750.00	750.00	50.00%
BLDG MAINT SVCS -PLUMBING	135.00	500.00	500.00	500.00	500.00	500.00	0.00%
BLDG MAINT SVCS -ELECTRICAL REP.	78.74	1,500.00	1,000.00	1,000.00	1,500.00	1,500.00	-33.33%
BLDG MAINT SVCS -PAINT	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
BLDG MAINT SVCS -ROOF	4,710.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
BLDG MAINT - SECURITY		1,000.00	1,200.00	1,200.00	1,000.00	1,000.00	20.00%
TRAINING & DEVELOPMENT		1,500.00	-	-	-	-	-100.00%
CONTRACTED SERVICES	2,380.00	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	25.00%
BILL OF PRIOR YEAR		-	-	-	-	-	
ENCUMBRANCES	500.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>13,657.92</b>	<b>15,750.00</b>	<b>27,800.00</b>	<b>27,800.00</b>	<b>45,850.00</b>	<b>45,850.00</b>	<b>76.51%</b>
<b>DEPARTMENT TOTAL</b>	<b>53,559.72</b>	<b>65,588.00</b>	<b>82,663.00</b>	<b>82,663.00</b>	<b>100,587.00</b>	<b>100,587.00</b>	<b>26.03%</b>

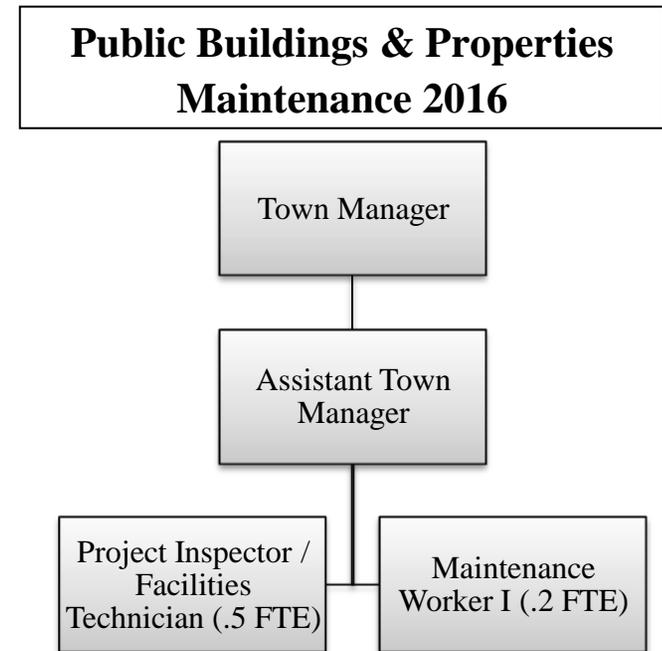
**Description of Changes:**

The Building Maintenance line item was increased by \$25,000 address ongoing maintenance needs and preventive maintenance programs.

Overtime funds were added for snow removal and supervision of contractors outside of normal working hours. The OPM Stipend was added to fund the cost of using a town employee rather than a contractor in the role of Owners Project Manager, for a considerable savings. Funding was also added to provide procurement training for the Project Inspector.

**Goals:**

- Continue the roof inspection preventative maintenance program that was funded through a grant at the end of FY13.
- Coordinate consolidated effort to implement security upgrades in town buildings.
- Fund energy efficiency upgrades identified through audits using incentives from National Grid.



**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Project Inspector - Facilities Tech	0.5	CWA	32,993.00	250.00	33,243.00
Custodian	0.2	CWA	8,790.00		8,790.00
OPM Stipend		CWA	7,830.00		7,830.00
Overtime			5,000.00		5,000.00
<b>Total Personal Services</b>	<b>0.7</b>		<b>54,613.00</b>	<b>250.00</b>	<b>54,863.00</b>

## 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 security.
- Continue to increase pedestrian safety through enforcement, education and awareness.
- Apply for reimbursement for all unfunded mandates and pursue any available grant opportunities.
- Continue to strive for the highest degree of professionalism and thoroughness in the delivery of services to the public.
- To enhance and promote public confidence in the department by demonstrating the best professional practices in all areas of policing.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
POLICE CHIEF	129,093.72	133,643.00	137,520.00	137,520.00	136,995.00	136,995.00	2.90%
DEPUTY CHIEF	108,556.96	108,074.00	108,488.00	108,488.00	108,074.00	108,074.00	0.38%
CAPTAIN	182,106.48	186,511.00	187,226.00	187,226.00	186,511.00	186,511.00	0.38%
LIEUTENANTS	318,879.67	322,910.00	323,837.00	323,838.00	322,910.00	322,910.00	0.29%
SERGEANTS	467,364.09	514,339.00	527,299.00	527,299.00	528,780.00	528,780.00	2.52%
PATROLMEN	1,404,001.02	1,619,265.00	1,737,825.00	1,642,377.00	1,652,620.00	1,666,949.00	1.43%
UNIFORMED DISPATCH PERS	276,195.96	296,958.00	310,824.00	310,824.00	314,473.00	319,562.00	4.67%
OFFICE MANAGER	57,064.74	58,510.00	60,209.00	60,209.00	59,979.00	59,979.00	2.90%
RECORDS SUPERVISOR-ADMINISTRATIV	55,474.13	57,546.00	58,919.00	58,919.00	58,694.00	58,694.00	2.39%
RECORDS SUPERVISOR-OPERATIONAL	56,361.47	57,546.00	58,919.00	58,919.00	58,694.00	58,694.00	2.39%
OPERATIONS ADMINISTRATOR	69,772.95	73,589.00	77,911.00	77,911.00	80,253.00	82,980.00	5.87%
MAINTENANCE WORKER II	47,961.36	49,152.00	50,325.00	50,325.00	50,133.00	50,133.00	2.39%
QUINN BILL	408,737.92	466,527.00	487,394.00	468,304.00	469,486.00	471,222.00	0.38%
OVERTIME	285,577.45	278,105.00	283,668.00	378,105.00	403,105.00	428,105.00	35.96%
COURT APPEARANCES	26,640.13	27,816.00	28,373.00	28,373.00	28,941.00	29,520.00	2.00%
SPECIAL DETAILS	8,913.59	16,953.00	17,293.00	17,293.00	17,639.00	17,992.00	2.01%
TRAINING WAGES	29,254.19	50,500.00	51,510.00	51,510.00	52,541.00	53,592.00	2.00%
SHIFT DIFFERENTIAL	47,664.02	54,433.00	54,433.00	54,433.00	54,433.00	54,433.00	0.00%
SPECIALTY STIPENDS	3,500.00	3,500.00	4,000.00	4,000.00	4,000.00	4,000.00	14.29%
STIPEND / ACCREDITATION	63,033.70	60,681.00	57,200.00	55,200.00	55,200.00	55,200.00	-9.03%
HOLIDAY PAY	97,060.45	113,992.00	119,931.00	115,640.00	116,638.00	117,531.00	1.45%
LONGEVITY	44,900.00	49,000.00	52,750.00	52,750.00	55,850.00	62,200.00	7.65%
ON CALL	-	9,574.00	19,709.00	19,709.00	19,709.00	19,709.00	105.86%
RETIREMENT NOTICE INCENTIVE	2,750.00	2,860.00	2,860.00	2,860.00	2,860.00	2,860.00	0.00%
SICK TIME BUYBACK	3,761.92	3,500.00	5,600.00	5,600.00	5,600.00	5,600.00	60.00%
SICK TIME INCENTIVE	-	-	8,650.00	8,650.00	8,650.00	8,650.00	
COMP TIME BUYOUT	4,993.16	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
<b>CATEGORY TOTAL</b>	<b>4,199,619.08</b>	<b>4,620,984.00</b>	<b>4,838,173.00</b>	<b>4,811,782.00</b>	<b>4,858,268.00</b>	<b>4,916,375.00</b>	<b>4.13%</b>

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
PSYCHE/MED TESTING	3,154.80	3,144.00	2,450.00	2,450.00	3,144.00	3,144.00	-22.07%
UNIFORM ALLOWANCES	57,521.18	59,265.00	61,665.00	59,265.00	59,265.00	59,265.00	0.00%
ELECTRICITY	65,944.57	75,104.00	75,104.00	56,600.00	56,600.00	56,600.00	-24.64%
NATURAL GAS	19,478.11	19,629.00	19,629.00	19,629.00	19,629.00	19,629.00	0.00%
GENERATOR FUEL - DIESEL	-	600.00	600.00	600.00	2,480.00	2,480.00	0.00%
WATER	2,542.90	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.00%
MAINTENANCE BLDG & GRD	32,039.28	57,986.00	37,986.00	37,986.00	37,986.00	37,986.00	-34.49%
VEHICLE MAINTENANCE	53,763.72	51,880.00	51,880.00	51,880.00	50,000.00	50,000.00	0.00%
EQUIPMENT MAINTENANCE	20,821.07	30,565.00	25,500.00	25,500.00	30,565.00	30,565.00	-16.57%
COMMUNICATION EQUIP	4,211.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
TRAINING CLASSES	27,992.41	24,319.00	24,319.00	24,319.00	24,319.00	24,319.00	0.00%
POSTAGE	1,060.02	2,500.00	2,500.00	1,500.00	2,500.00	2,500.00	-40.00%
ADVERTISING-LEGAL	70.00	400.00	400.00	400.00	400.00	400.00	0.00%
GASOLINE	114,316.78	119,112.00	125,243.00	98,842.00	98,842.00	98,842.00	-17.02%
OFFICE SUPPLIES	5,204.08	8,000.00	8,000.00	6,500.00	8,000.00	8,000.00	-18.75%
BULLET PROOF VESTS	4,750.00	3,200.00	4,800.00	4,800.00	15,200.00	15,200.00	50.00%
PRISONER MEALS	172.18	200.00	200.00	200.00	200.00	200.00	0.00%
FIREARMS SUPPLIES	8,322.28	18,000.00	26,995.00	26,995.00	18,000.00	18,000.00	49.97%
PHOTOGRAPHIC	2,412.91	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
BOOKS & SUBSCRIPTIONS	1,561.71	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
MEETINGS & CONFERENCES	1,611.17	3,059.00	3,059.00	3,059.00	3,059.00	3,059.00	0.00%
DUES & MEMBERSHIPS	7,148.58	6,892.00	6,892.00	6,892.00	6,892.00	6,892.00	0.00%
NEMLEC	5,629.20	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00	0.00%
VEHICLES/CRUISERS	119,059.43	157,804.00	157,804.00	157,804.00	157,804.00	157,804.00	0.00%
OFFICE FURNITURE		7,000.00	7,000.00	7,000.00	-	-	0.00%
ENCUMBRANCES	16,069.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>574,856.38</b>	<b>670,004.00</b>	<b>663,371.00</b>	<b>613,566.00</b>	<b>616,230.00</b>	<b>616,230.00</b>	<b>-8.42%</b>
<b>DEPARTMENT TOTAL</b>	<b>4,774,475.46</b>	<b>5,290,988.00</b>	<b>5,501,544.00</b>	<b>5,425,348.00</b>	<b>5,474,498.00</b>	<b>5,532,605.00</b>	<b>2.54%</b>

**Description of Changes:****Personal Services:**

- **Two (2)** new additional Police Officers were requested. A recent analysis of calls for service yielded that the Route 110 area requires additional manning. The number of calls requiring two car responses in our commercial area of route 110 is significantly higher than the residential areas of our community. The route 110 area is effectively requiring more cruiser coverage. The cruiser coverage is being taken away from our residential areas. The benefits of the two additional officers is two-fold, the additional officers would provide a more balanced approach by addressing the lack of coverage on route 110 and leaving adequate police coverage in the residential neighborhoods. The town manager is not recommending any additional officers at this time.
- Other Increases in the individual personnel lines are due to existing contractual agreements with the CWA and OPEIU unions as well as scheduled step increases.
- Overtime was **increased** by \$36,322 due to contractual obligations and to assist with funding shift coverage. It should be noted that if the State does not fund the 911 grant for FY 16 we will likely be seeking additional money. Typically the 911 Support Grant (\$40,000) and the 911 Training Grant (\$10,000) awards occur in September and are NOT guaranteed.
- Stipend and Accreditation was reduced by \$3,481 due to the newest CWA collective bargaining agreement. The 40 cents per hour was added to base wages for Uniformed Dispatchers.
- Sick Time Use Incentive line was increased due to FY 14 actual payout, \$8,650.
- **NEW LINE** for FY16: Sick Time Buy Back per CBA \$5,600.

**Expenses:**

- Gasoline increased based on 3 yr average of Gallons used, (33,398 Gals) at \$3.75. Gas prices are subject to change as market fluctuates.
- Bullet Proof Vests increased by \$1,600 due to the replacement schedule which calls for six vests in FY16. Vests are replaced every five years.
- Firearms increased by \$8,995. This is due to the replacement of pistols. The current pistols will be over 10 yrs old and will soon need significant repairs (new barrels and firing pins etc). This is a safety issue for officers. The replacement cost is relatively low due to the current trade-in value of our existing pistols.

**FY 16 Budget Conclusions:**

The overall FY16 police budget has an **increase of 2.54%**. As the town continues to grow, the police department experiences an increase in calls for service, traffic problems, crime, as well as an increase in non-criminal complaints. **The number of arrests for FY14 increased by 28% over the FY13 figure. The police department logged 28,657 entries of calls for service and officer initiated actions for FY14.** As detailed in the graph the trend is increasing. The department actively seeks grant monies to help augment the budget but this has been very challenging since grants have been in high demand from larger departments who typically receive grants over smaller departments. As of August 2014, new legislation requires police departments to hold a domestic violence arrestee for a minimum of six (6) hours before the prisoner is eligible for release on bail. The law was enacted without any funding or consideration for the additional personnel needed to monitor these prisoners, thus adding to the police shift commander's duties and responsibilities while at the same time taking away from the direct supervision of patrol officers under his/her command.

**Programs & Services:**

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

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

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

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

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

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

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

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

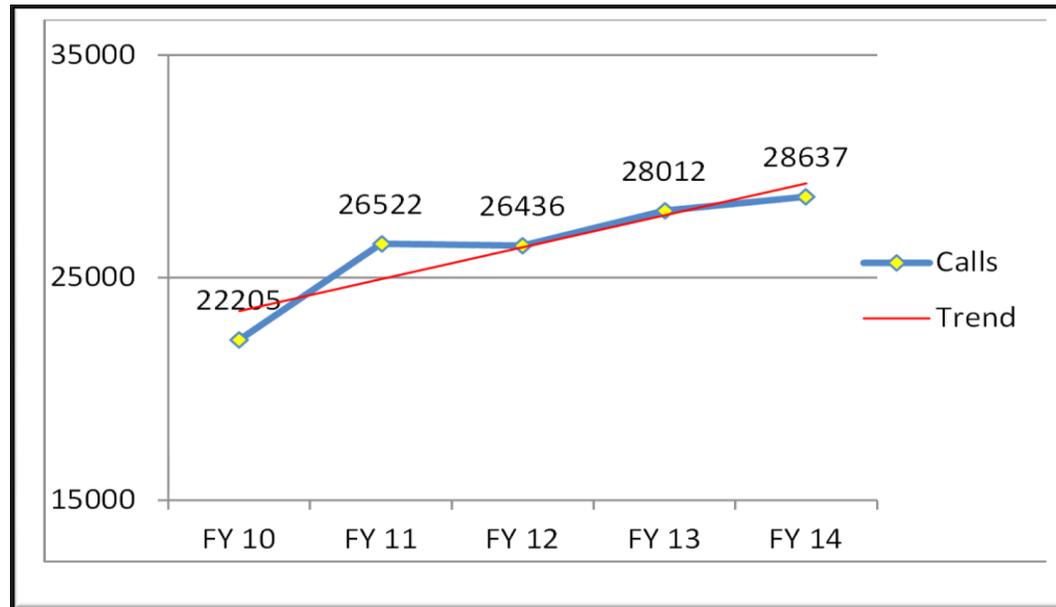
BIKE PATROL: Bicycle Patrol Officers are deployed as part of the patrol division to supplement cruiser patrols. Bike officers perform the same duties and have the same responsibilities as officers assigned to police cruisers. Most often bike officers perform directed enforcement patrols in areas such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

PROJECT LIFESAVER: The police department's Project Lifesaver program continues to be a very effective service for the residents of Westford. Project Lifesaver uses state of the art technology in tracking wandering victims of Autism, Down Syndrome as well Alzheimer's and all related mental disabilities for people of all ages. A wrist watch sized device worn by the person who has become lost transmits a guidance

signal to a receiver monitored by the police department allowing trained officers to narrow the search pattern based on the transmitted signal. Project Lifesaver can be activated within minutes of the police department receiving the initial call of a lost person and has proven to be very effective in locating lost and disoriented persons.

**Other Information:**

**Westford Police Department Activity**

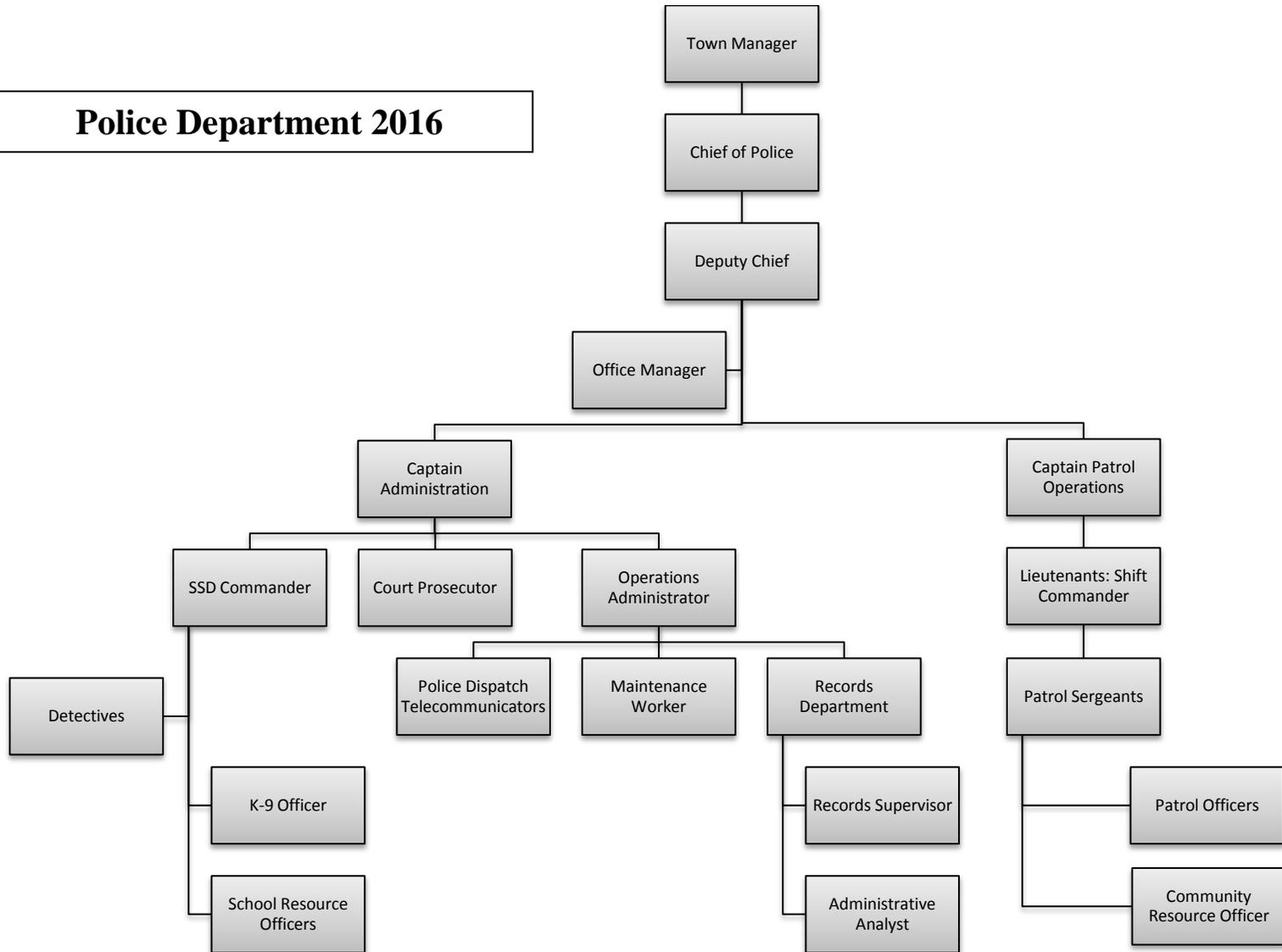


*Based on fiscal years, this graph reflects ALL CFS (Calls for Service), PIA (Police Initiated Action), Mutual Aid and Town Wide Calls responded to and or initiated by any officer regardless of area or assignment.*

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Accreditation</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Police Chief	1.0	EXEM	137,520.00	2,000.00	1,500.00	34,380.00	3,150.00	178,550.00
Deputy Police Chief	1.0	WSO	108,488.00	2,000.00	1,500.00	27,122.00		139,110.00
Captain	2.0	WSO	187,225.00	3,000.00	3,000.00	42,126.00		235,351.00
Lieutenant	4.0	WSO	323,837.00	7,500.00	6,000.00	76,923.00		414,260.00
Sergeant	7.0	WPA	527,299.00	6,750.00	7,000.00	101,522.00	23,641.00	666,212.00
Patrolman	29.0	WPA	1,642,377.00	20,250.00	29,000.00	186,232.00	73,665.00	1,951,524.00
Telecommunicator	7.0	CWA	310,824.00	2,850.00	4,200.00		15,185.00	333,059.00
Office Manager	1.0	OPEIU	60,209.00	2,600.00	600.00			63,409.00
Records Supervisor Admin	1.0	CWA	58,919.00	2,100.00	600.00			61,619.00
Records Supervisor Operations	1.0	CWA	58,919.00	1,100.00	600.00			60,619.00
Operations Administrator	1.0	OPEIU	77,911.00	2,100.00	600.00			80,611.00
Maintenance Worker II	1.0	CWA	50,325.00	500.00	600.00			51,425.00
Overtime			378,105.00					378,105.00
Court Appearances			28,373.00					28,373.00
Special Details			17,293.00					17,293.00
Training Wages			51,510.00					51,510.00
Shift Differential			54,433.00					54,433.00
Specialty Stipends			4,000.00					4,000.00
On Call Pay			19,709.00					19,709.00
Retirement Notice Incentive			2,860.00					2,860.00
Sick Time Buyback			5,600.00					5,600.00
Sick Time Incentive			8,650.00					8,650.00
Comp Time Buyout			5,500.00					5,500.00
<b>Total Personal Services</b>	<b>56.0</b>		<b>4,119,886.00</b>	<b>52,750.00</b>	<b>55,200.00</b>	<b>468,305.00</b>	<b>115,641.00</b>	<b>4,811,782.00</b>

**Police Department 2016**



## 220 Fire Department

### Mission Statement:

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

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

### To achieve this, our department will:

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

### Goals:

- To update the Rules & Regulations for the Westford Fire Department
- To evaluate current Standard Operating Guidelines (SOG's)
- To continue working with Permanent Building Committee to select the best site for a new Center Fire Station

### Description of Changes:

- Fire Overtime increased 3.03% to reflect the actual FY14 amount and to adjust for contractual increases, in order to maintain a safe level of staffing.
- For the FY14 Fire/Ambulance overtime, there were a total 19,039 hours taken off and 10,451 (55%) overtime hours filled at an average rate of \$40.14.
- For FY16 we are increasing the Call Firefighters budget by \$5,000 to represents FY14 actual expenses.
- The increase of 5.96% in Fire Educational represents an increase in Firefighters seeking education and contractual obligations.
- The remaining increases in Personal Services are represented by contractual obligations.
- Most of the Fire Operating Budget increases are due to adjustments in the Natural Gas, Electricity, Gasoline and Diesel estimates.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
FIRE CHIEF	120,405.45	122,541.00	125,613.00	125,613.00	125,613.00	125,613.00	2.51%
DEPUTY CHIEF	-	-	90,000.00	90,000.00	90,000.00	90,000.00	
FIRE PREVENTION OFFICER	65,589.44	66,190.00	68,791.00	68,791.00	70,240.00	70,240.00	3.93%
CAPTAINS	273,496.52	293,194.00	301,664.00	301,664.00	309,918.00	309,918.00	2.89%
FIREFIGHTERS	1,268,682.44	1,354,441.00	1,339,231.00	1,339,231.00	1,373,824.00	1,378,472.00	-1.12%
CALL FIREFIGHTERS	14,081.25	10,000.00	23,000.00	23,000.00	23,575.00	24,164.00	130.00%
CALL FF STIPENDS	-	-	4,500.00	4,500.00	4,500.00	4,500.00	0.00%
FIRE ALARM OPERATORS	184,915.30	191,224.00	197,060.00	197,060.00	197,667.00	199,070.00	3.05%
OFFICE MANAGER	57,067.91	58,510.00	60,209.00	60,209.00	59,979.00	59,979.00	2.90%
OVERTIME	356,369.55	335,000.00	338,250.00	338,250.00	346,706.00	355,374.00	0.97%
HOLIDAY OVERTIME	32,321.49	35,363.00	37,670.00	37,670.00	38,495.00	38,495.00	6.52%
TRAINING	15,323.46	12,826.00	13,147.00	13,147.00	13,475.00	13,812.00	2.50%
SHIFT DIFFERENTIAL	5,600.00	5,840.00	5,856.00	5,856.00	5,840.00	5,840.00	0.27%
EDUCATION INCENTIVE	120,823.27	135,590.00	151,023.00	151,023.00	153,445.00	153,445.00	11.38%
EMT STIPENDS	101,751.21	158,713.00	147,157.00	147,157.00	153,351.00	154,095.00	-7.28%
HOLIDAY PAY	80,692.27	86,657.00	90,720.00	90,720.00	92,924.00	93,184.00	4.69%
LONGEVITY	32,950.00	36,300.00	34,200.00	34,200.00	37,150.00	41,650.00	-5.79%
<b>CATEGORY TOTAL</b>	<b>2,730,069.56</b>	<b>2,902,389.00</b>	<b>3,028,091.00</b>	<b>3,028,091.00</b>	<b>3,096,702.00</b>	<b>3,117,851.00</b>	<b>4.33%</b>

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	29,079.44	27,770.00	26,120.00	26,120.00	26,970.00	25,720.00	-5.94%
ELECTRICITY	17,961.18	16,066.00	15,008.00	15,008.00	15,233.00	15,462.00	-6.59%
NATURAL GAS	11,585.99	7,325.00	10,725.00	10,725.00	10,886.00	11,050.00	46.42%
WATER	2,606.61	3,500.00	3,000.00	3,000.00	3,045.00	3,091.00	-14.29%
SEWER/SEPTIC	1,215.00	1,500.00	1,500.00	1,500.00	1,523.00	1,545.00	0.00%
BUILDING MAINTENANCE	11,561.62	17,500.00	17,500.00	17,500.00	17,763.00	18,029.00	0.00%
GROUNDS MAINTENANCE	1,038.33	1,000.00	1,000.00	1,000.00	1,015.00	1,030.00	0.00%
VEHICLE MAINTENANCE	15,357.87	20,000.00	20,000.00	20,000.00	20,300.00	20,605.00	0.00%
EQUIPMENT MAINTENANCE	3,792.35	2,300.00	3,000.00	3,000.00	3,045.00	3,091.00	30.43%
OFFICE EQUIPMENT MAINT	2,034.48	-	-	-	-	-	
COMMUNICATIONS EQUIP	3,206.92	6,200.00	6,200.00	6,200.00	6,293.00	6,387.00	0.00%
POSTAGE	421.33	850.00	850.00	850.00	863.00	876.00	0.00%
PORTABLE RADIOS	6,714.06	6,600.00	6,800.00	6,800.00	6,902.00	7,006.00	3.03%
ADVERTISING-LEGAL	-	400.00	400.00	400.00	406.00	412.00	0.00%
PRINTING SERVICES	543.75	500.00	500.00	500.00	508.00	515.00	0.00%
FIRE ALARM PURCHASED SERVICES	24,735.09	32,000.00	32,000.00	32,000.00	32,480.00	32,967.00	0.00%
GASOLINE	34,033.17	37,222.00	38,048.00	38,048.00	38,618.00	39,198.00	2.22%
OFFICE SUPPLIES	945.88	1,000.00	1,000.00	1,000.00	1,015.00	1,030.00	0.00%
COPIER SUPPLIES	8.97	-	-	-	-	-	
HARDWARE SUPPLIES	521.31	400.00	400.00	400.00	406.00	412.00	0.00%
PROTECTIVE CLOTHING	29,468.00	45,866.00	45,866.00	45,866.00	32,700.00	32,700.00	0.00%
BUILDING MAINTENANCE SUPPLIES	353.61	500.00	500.00	500.00	508.00	515.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	2,217.85	3,500.00	3,000.00	3,000.00	3,045.00	3,091.00	-14.29%
VEHICULAR PARTS & ACCESSORIES	13,091.56	15,000.00	15,000.00	15,000.00	15,225.00	15,453.00	0.00%
VEHICULAR TIRES & TUBES	2,023.75	19,170.00	19,170.00	19,170.00	19,458.00	19,749.00	0.00%
BOTTLED WATER	2,928.62	2,200.00	3,000.00	3,000.00	3,045.00	3,091.00	36.36%
FIREFIGHTING SUPPLIES	11,782.43	14,000.00	14,000.00	14,000.00	14,210.00	14,423.00	0.00%
TRA VEL-MILEAGE	1,432.53	1,000.00	1,500.00	1,500.00	1,523.00	1,545.00	50.00%
MEETINGS & CONFERENCES	3,239.54	2,345.00	2,345.00	2,345.00	2,380.00	2,416.00	0.00%
DUES & MEMBERSHIPS	4,703.57	5,000.00	5,000.00	5,000.00	5,075.00	5,151.00	0.00%
ENCUMBRANCES	1,192.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>239,796.81</b>	<b>290,714.00</b>	<b>293,432.00</b>	<b>293,432.00</b>	<b>284,440.00</b>	<b>286,560.00</b>	<b>0.93%</b>
<b>DEPARTMENT TOTAL</b>	<b>2,969,866.37</b>	<b>3,193,103.00</b>	<b>3,321,523.00</b>	<b>3,321,523.00</b>	<b>3,381,142.00</b>	<b>3,404,411.00</b>	<b>4.02%</b>

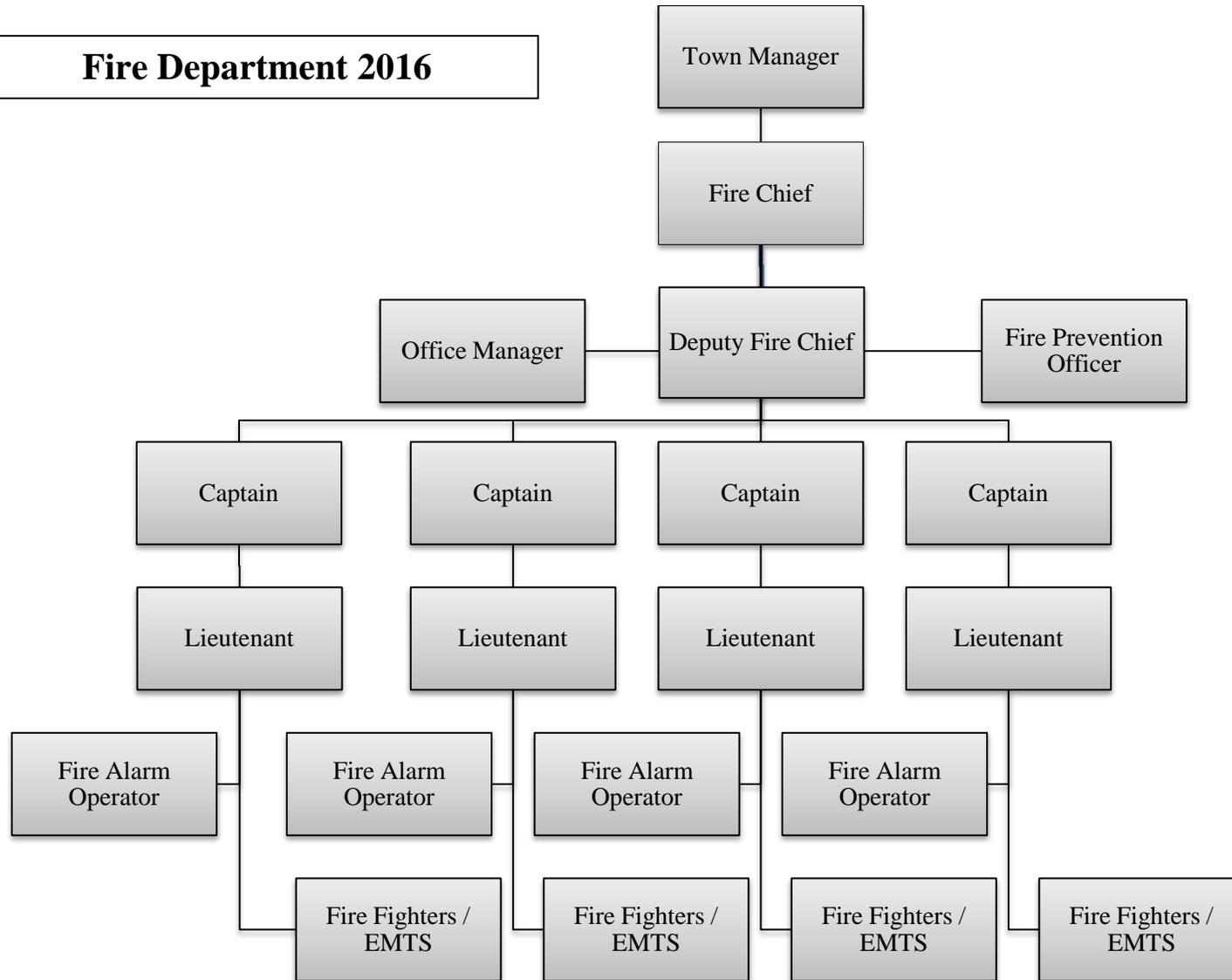
**Programs & Services:**

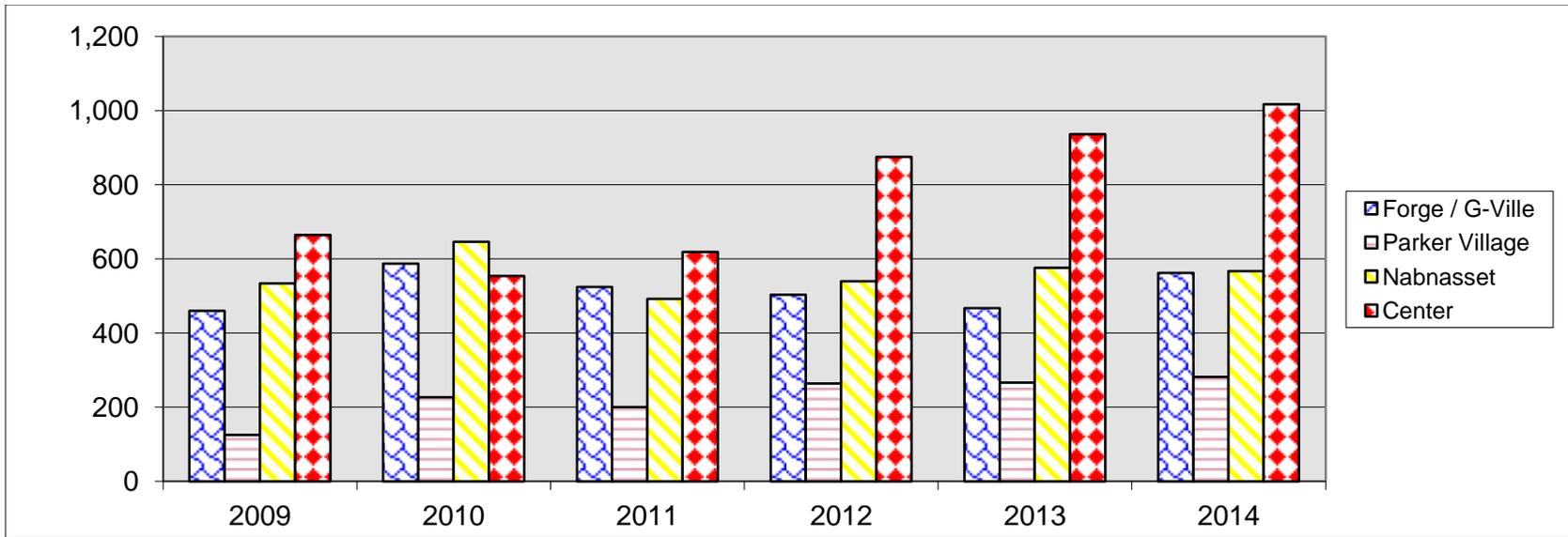
- The Westford Fire Department currently provides 24-hour fire protection coverage, operating from three staffed stations in town, those being the Center, Rogers, and Nabnasset. We are working with the Permanent Town Building Committee, the Board of Selectmen, and the Town Manager to determine the Fire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

**Personnel:**

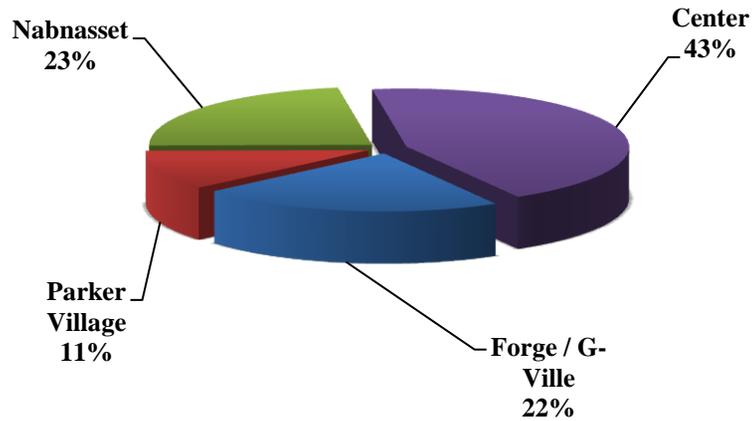
<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>EMT/Paramedic Stipend</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Fire Chief	1.0	EXEM	125,614.00	2,000.00	3,140.00	8,656.00	5,775.00	145,185.00
Deputy Fire Chief	1.0	EXEM	90,000.00	1,000.00	2,250.00	14,475.00	4,138.00	111,863.00
Fire Prevention Officer	1.0	IAFF	68,791.00	1,000.00	4,569.00	3,475.00	2,888.00	80,723.00
Captain	4.0	IAFF	301,664.00	8,000.00	18,275.00	34,881.00	12,665.00	375,485.00
Lieutenant	4.0	IAFF	270,082.00	5,000.00	23,646.00	24,779.00	11,339.00	334,846.00
Firefighter / EMT	19.0	IAFF	1,069,149.00	14,000.00	95,276.00	61,235.00	44,888.00	1,284,548.00
Call Firefighters			23,000.00	4,500.00				27,500.00
Fire Alarm Operators	4.0	CWA	197,060.00	2,600.00		3,522.00	9,027.00	212,209.00
Office Manager	1.0	OPEIU	60,209.00	600.00				60,809.00
Overtime			338,250.00					338,250.00
Holiday Overtime			37,670.00					37,670.00
Training Wages			13,147.00					13,147.00
Shift Differential			5,856.00					5,856.00
Other								-
<b>Total Personal Services</b>	<b>35.0</b>		<b>2,600,492.00</b>	<b>38,700.00</b>	<b>147,156.00</b>	<b>151,023.00</b>	<b>90,720.00</b>	<b>3,028,091.00</b>

**Fire Department 2016**

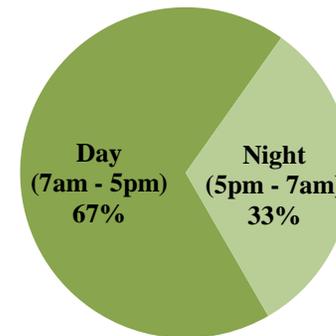




**FIRE AND AMBULANCE CALLS BY SECTION OF TOWN 2014**



**FIRE AND AMBULANCE CALLS BY TIME OF DAY 2014**



**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. To assist - to the best of our ability - all customers with the permitting process and any questions or concerns or they may have.

**Goals:**

- Fully implement an online inspections system for real time information
- Upon the implementation of the 9<sup>th</sup> Edition of the State Building Code, develop informational and training sessions for both contractors and residents to address changes in the building code.
- Review the building permit process to see if there are inefficiencies in the process and develop ways to address these inefficiencies.

**Description of Changes:**

- Over the past year the building department has been involved with implementing the stretch energy code, along with new requirements in the state building code regarding the use of engineered lumber in construction projects.
- The Department website has various links to different websites that will be helpful to anyone wanting to find information from spans to flood plains.
- The work level with Princeton Properties and Graniteville Woods continues to make the department a very active area in town hall.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
BUILDING COMMISSIONER	70,084.76	75,061.00	76,938.00	76,938.00	76,938.00	76,938.00	2.50%
ASST BUILDING INSPECTOR	47,575.15	55,711.00	58,965.00	58,965.00	59,139.00	59,546.00	5.84%
WIRING INSPECTOR	39,822.64	41,451.00	41,860.00	41,860.00	41,860.00	41,860.00	0.99%
WIRING INSPECTOR COVERAGE	-	3,060.00	3,137.00	3,137.00	3,137.00	3,137.00	2.52%
GAS & PLUMBING INSPECTOR	47,121.72	46,634.00	47,800.00	47,800.00	47,800.00	47,800.00	2.50%
RECORDS SUPERVISOR II	55,358.10	59,332.00	60,758.00	60,758.00	60,526.00	60,526.00	2.40%
LONGEVITY	2,270.00	2,940.00	3,190.00	3,190.00	3,690.00	3,690.00	8.50%
TRAVEL - MILEAGE	4,080.00	4,500.00	4,500.00	4,500.00	4,600.00	4,700.00	0.00%
<b>CATEGORY TOTAL</b>	<b>266,312.37</b>	<b>288,689.00</b>	<b>297,148.00</b>	<b>297,148.00</b>	<b>297,690.00</b>	<b>298,197.00</b>	<b>2.93%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%
VEHICLE MAINTENANCE	2,880.49	2,500.00	2,800.00	2,800.00	2,800.00	3,000.00	12.00%
TRAINING & DEVELOPMENT	1,379.00	2,550.00	1,900.00	1,900.00	2,200.00	2,500.00	-25.49%
PRINTING SERVICES	402.50	500.00	500.00	500.00	500.00	500.00	0.00%
MICROFILMING SERVICE (ARCHIVING)	1,401.00	2,200.00	2,200.00	2,200.00	2,300.00	2,500.00	0.00%
GASOLINE	1,456.53	2,300.00	2,300.00	2,000.00	2,600.00	2,600.00	-13.04%
BOOKS & SUBSCRIPTIONS	397.95	1,200.00	1,200.00	1,200.00	700.00	700.00	0.00%
TRAVEL - MILEAGE	5,999.25	5,580.00	6,000.00	6,000.00	5,700.00	6,000.00	7.53%
MEETINGS & CONFERENCES	140.00	2,100.00	1,200.00	1,200.00	1,200.00	1,200.00	-42.86%
DUES AND MEMBERSHIPS	570.00	700.00	700.00	700.00	700.00	700.00	0.00%
ENCUMBRANCES	2,000.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>16,626.72</b>	<b>19,930.00</b>	<b>19,100.00</b>	<b>18,800.00</b>	<b>19,000.00</b>	<b>20,000.00</b>	<b>-5.67%</b>
<b>DEPARTMENT TOTAL</b>	<b>282,939.09</b>	<b>308,619.00</b>	<b>316,248.00</b>	<b>315,948.00</b>	<b>316,690.00</b>	<b>318,197.00</b>	<b>2.37%</b>

**Programs & Services:**

**1) Baseline Functions**

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

Architectural Access Board

- f) Annual inspections of town facilities

g) Monthly reports on permitting activity to Dodge Reports  
(Banker & Tradesman, etc.).

- h) Litigation support to Town Counsel.
- i) Departmental accounting.
- j) Compliance with public records law.

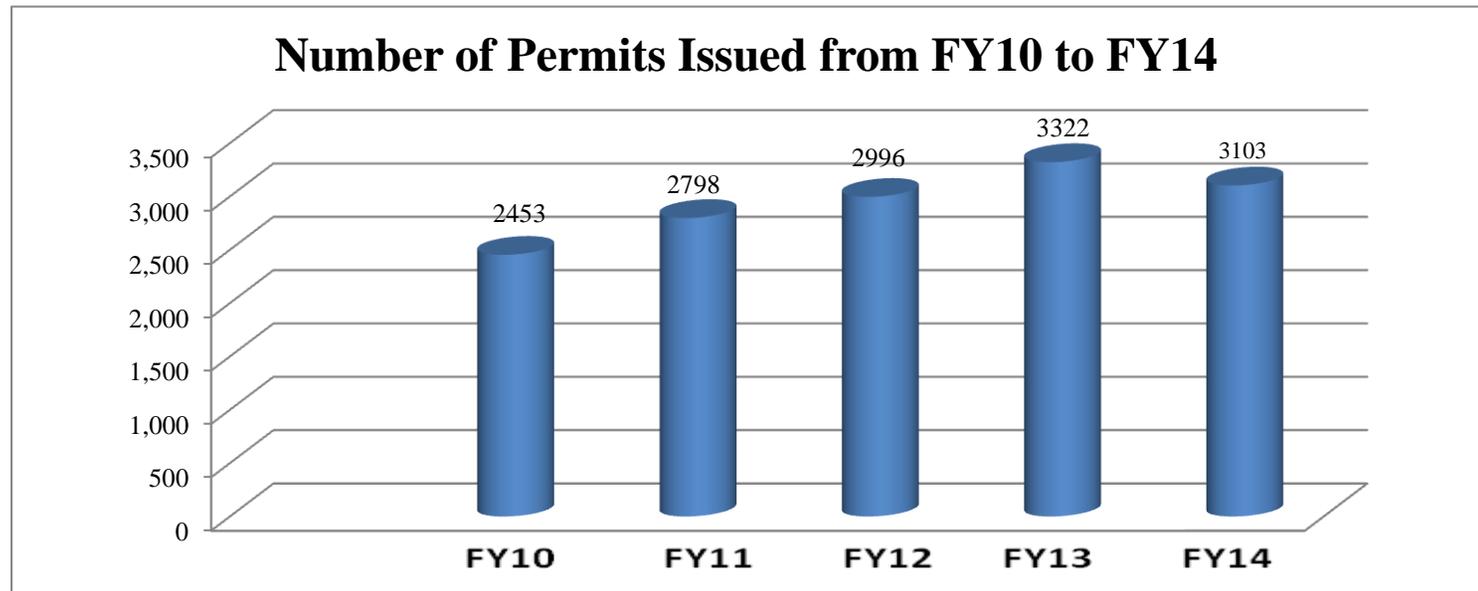
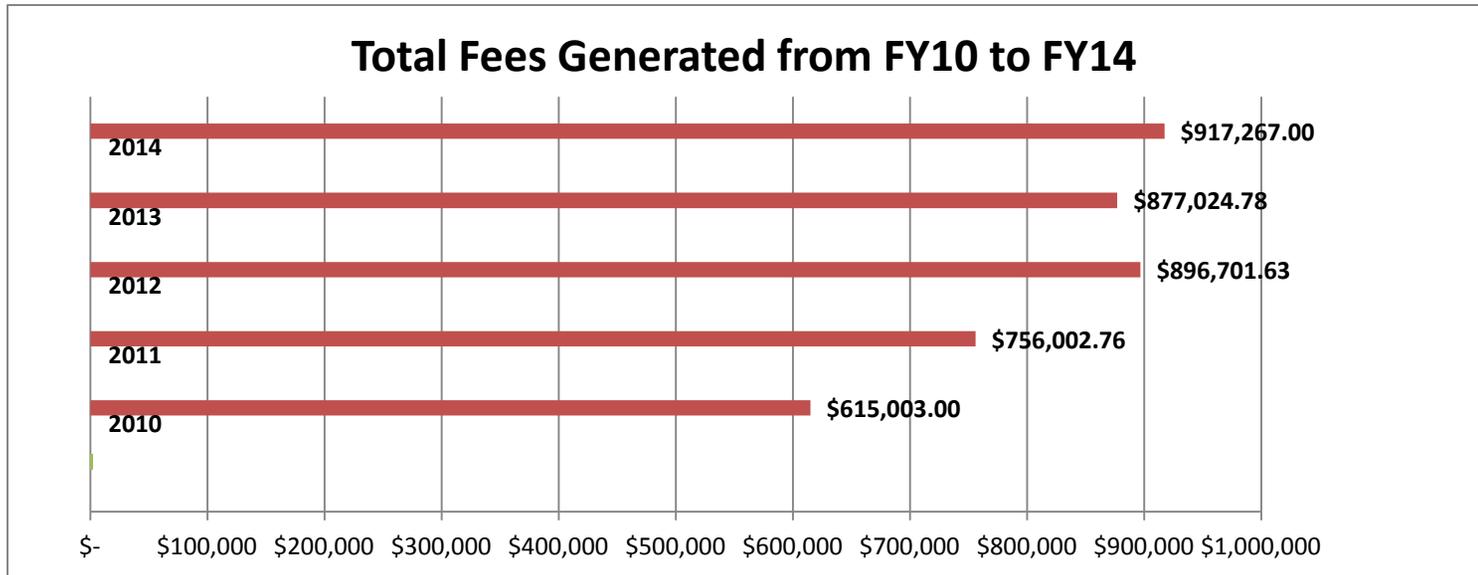
**2) Value Added**

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

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Building Commissioner	1.0	EXEM	76,938.00	750.00	-	77,688.00
Assistant Building Inspector	1.3	OPEIU	58,965.00			58,965.00
Records Supervisor II	1.0	CWA	60,758.00	1,100.00		61,858.00
Wiring Inspector	0.7	NON	41,860.00	1,340.00	3,137.00	46,337.00
Plumbing Inspector	0.7	NON	47,800.00			47,800.00
Travel - Mileage			4,500.00			4,500.00
<b>Total Personal Services</b>	<b>4.7</b>		<b>290,821.00</b>	<b>3,190.00</b>	<b>3,137.00</b>	<b>297,148.00</b>

Other Metrics:



**244 Sealer of Weights & Measures**

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
CONTRACTED SERVICES	3,000.00	5,000.00	3,000.00	3,000.00	3,000.00	3,000.00	-40.00%
<b>CATEGORY TOTAL</b>	<b>3,000.00</b>	<b>5,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>-40.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>3,000.00</b>	<b>5,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>-40.00%</b>

**Description of Changes:** The contracted services budget is reduced by \$2,000.

**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.

Program Metrics	Fiscal Year 2011	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014
Scale Inspections (Various sizes)	7	12	43	76
Fuel Meter Inspections	95	126	126	125
Electronic Checkout Scanner Inspections	0	2	0	8
Complaints Investigated	0	0	0	2
Revenue Collected	0	\$5,150	\$6,075	\$6,050

**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 Emergency Management budget includes a 2.5% increase in the stipends for the co-directors. There is no increase in the operating budget. As we are finishing out the year the AM Radio install from FY14 is almost complete and there are no capital requests for FY15.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
CO-DIRECTOR	4,040.00	4,120.00	4,223.00	4,223.00	4,223.00	4,223.00	2.50%
CO-DIRECTOR	4,040.00	4,120.00	4,223.00	4,223.00	4,223.00	4,223.00	2.50%
<b>CATEGORY TOTAL</b>	<b>8,080.00</b>	<b>8,240.00</b>	<b>8,446.00</b>	<b>8,446.00</b>	<b>8,446.00</b>	<b>8,446.00</b>	<b>2.50%</b>
<b>EXPENSES</b>							
CLOTHING ALLOWANCE	-	200.00	100.00	100.00	100.00	100.00	-50.00%
VEHICLE MAINTENANCE	46.95	350.00	400.00	400.00	400.00	425.00	14.29%
EQUIPMENT MAINTENANCE	52.07	300.00	350.00	350.00	350.00	400.00	16.67%
COMMUNICATIONS EQUIP MAINT	2,018.01	1,500.00	1,650.00	1,650.00	1,650.00	1,700.00	10.00%
POSTAGE	45.10	-	-	-	-	-	
GASOLINE	-	225.00	100.00	100.00	100.00	100.00	-55.56%
OFFICE SUPPLIES	105.87	150.00	150.00	150.00	150.00	150.00	0.00%
CUSTODIAL/ CLEANING SUPPLIES	-	25.00	25.00	25.00	25.00	25.00	0.00%
VEHICULAR PARTS & ACCESSORIES	1,079.46	250.00	250.00	250.00	250.00	300.00	0.00%
OTHER PUBLIC SAFETY SUPPLIES	1,926.20	2,350.00	2,400.00	2,400.00	2,500.00	2,600.00	2.13%
TRAVEL - MILEAGE	-	150.00	75.00	75.00	75.00	75.00	-50.00%
ADDITIONAL EQUIPMENT	7,500.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>12,773.66</b>	<b>5,500.00</b>	<b>5,500.00</b>	<b>5,500.00</b>	<b>5,600.00</b>	<b>5,875.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>20,853.66</b>	<b>13,740.00</b>	<b>13,946.00</b>	<b>13,946.00</b>	<b>14,046.00</b>	<b>14,321.00</b>	<b>1.50%</b>

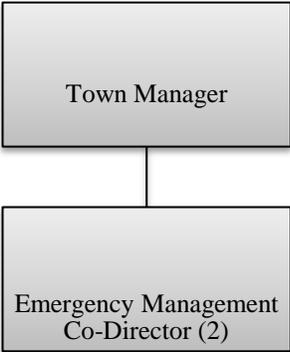
**Programs & Services:**

- 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 Continuance 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	Longevity	Total
Co-Director		NON	4,223.00		4,223.00
Co-Director		NON	4,223.00		4,223.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>8,446.00</b>	<b>-</b>	<b>8,446.00</b>

Emergency Management 2016



**292 Animal Control**

**Mission Statement:**

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

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

**Goals:**

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

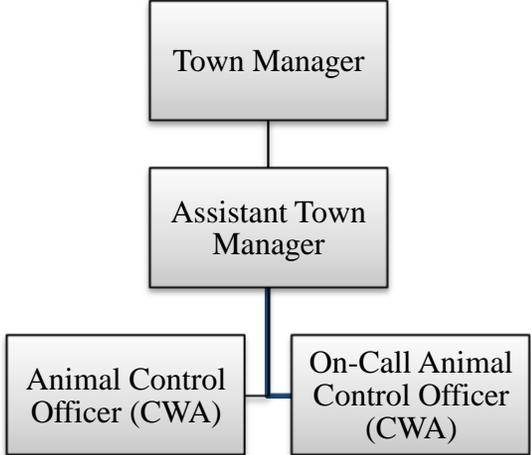
**Description of Changes:**

There are no substantial changes for the FY16 budget.

**Programs & Services:**

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

Animal Control 2016



	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
ANIMAL CONTROL OFFICER	50,404.32	51,658.00	52,883.00	52,883.00	52,681.00	52,681.00	2.37%
VACATION / SICK / EMERG.OVERTIME	10,650.06	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%
LONGEVITY	990.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>62,044.38</b>	<b>63,658.00</b>	<b>64,883.00</b>	<b>64,883.00</b>	<b>64,681.00</b>	<b>64,681.00</b>	<b>1.92%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	-	900.00	900.00	900.00	900.00	900.00	0.00%
ELECTRICITY	1,048.77	1,000.00	1,050.00	1,050.00	1,050.00	1,050.00	5.00%
WATER / SEWER	38.56	150.00	100.00	100.00	100.00	100.00	-33.33%
KENNEL MAINTENANCE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
VEHICLE MAINTENANCE	853.72	850.00	900.00	900.00	900.00	900.00	5.88%
GASOLINE	805.88	1,100.00	1,100.00	1,100.00	800.00	800.00	0.00%
OFFICE SUPPLIES	45.00	50.00	50.00	50.00	50.00	50.00	0.00%
CUSTODIAL / CLEANING SUPPLIES	-	50.00	50.00	50.00	50.00	50.00	0.00%
ANIMAL CONTROL SUPPLIES	283.59	500.00	300.00	300.00	500.00	500.00	-40.00%
MEETINGS & CONFERENCES	180.86	250.00	250.00	250.00	250.00	250.00	0.00%
DUES AND MEMBERSHIPS	-	200.00	-	-	-	-	-100.00%
ENCUMBRANCES	708.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>3,964.38</b>	<b>6,050.00</b>	<b>5,700.00</b>	<b>5,700.00</b>	<b>5,600.00</b>	<b>5,600.00</b>	<b>-5.79%</b>
<b>DEPARTMENT TOTAL</b>	<b>66,008.76</b>	<b>69,708.00</b>	<b>70,583.00</b>	<b>70,583.00</b>	<b>70,281.00</b>	<b>70,281.00</b>	<b>1.26%</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officer	1.0	CWA	52,883.00	850.00	53,733.00
Asst Animal Control Officer	0.1	CWA		150.00	150.00
Vacation / Sick / Emerg. OT			11,000.00		11,000.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>63,883.00</b>	<b>1,000.00</b>	<b>64,883.00</b>

**294 Tree Warden**

**Mission Statement:** The mission of the Westford Tree Warden is to increase, protect and maintain 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 the benefit of its citizens and future generations.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
TREE WARDEN	2,020.00	2,060.00	2,112.00	2,112.00	2,112.00	2,112.00	2.52%
<b>CATEGORY TOTAL</b>	<b>2,020.00</b>	<b>2,060.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>2,112.00</b>	<b>2.52%</b>
<b>EXPENSES</b>							
CONTRACTED SERVICES	25,039.65	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
ENCUMBRANCES	7,024.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>32,063.65</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>34,083.65</b>	<b>52,060.00</b>	<b>52,112.00</b>	<b>52,112.00</b>	<b>52,112.00</b>	<b>52,112.00</b>	<b>0.10%</b>

**Description of Changes:**

There are no major changes to the Tree Warden budget for FY16.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,112.00		2,112.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>2,112.00</b>	<b>-</b>	<b>2,112.00</b>

**Education**

**300 Westford Public Schools**

**Mission Statement:**

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

To accomplish this mission, the Westford Public Schools will:

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
OPERATING BUDGET	48,102,199.21	51,355,160.00	53,621,373.00	53,621,373.00	55,945,878.00	57,903,984.00	4.41%
ENCUMBRANCES	898,675.00	-	-	-	-	-	0.00%
<b>DEPARTMENT TOTAL</b>	<b>49,000,874.21</b>	<b>51,355,160.00</b>	<b>53,621,373.00</b>	<b>53,621,373.00</b>	<b>55,945,878.00</b>	<b>57,903,984.00</b>	<b>4.41%</b>

**310 Nashoba Valley Technical High School**

	<b>FISCAL 2014 ACTUAL</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 REQUEST</b>	<b>FISCAL 2016 TMR</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2016 % INC/DEC</b>
NASHOBA TECH ASSESSMENT	703,202.00	711,180.00	728,960.00	728,960.00	747,184.00	765,864.00	2.50%
<b>DEPARTMENT TOTAL</b>	<b>703,202.00</b>	<b>711,180.00</b>	<b>728,960.00</b>	<b>728,960.00</b>	<b>747,184.00</b>	<b>765,864.00</b>	<b>2.50%</b>

**Description of Changes:**

The budget for the Nashoba Valley Technical High School shows a 2.5% increase for FY16. The actual assessment will not be known until February, 2015. At that time, the budget will be changed to reflect the actual assessment.

## Public Works

### 410 Engineering

#### **Mission Statement:**

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

#### **Goals:**

- Assist the Highway Department in updating and utilizing the Pavement Management Program.
- Reach 75% milestone for Stormwater Management Master Plan to stay on schedule for completion in FY16.
- Continue to assist in the coordination of public works projects with the Highway Department and the Water Department.
- Update and reevaluate the long term public works Capital Improvement Plan.
- Provide project management for the Keyes Culvert Improvement Project at Route 40 (Groton Road) when FEMA releases grant funding.
- Begin construction of Tadmuck Road and Littleton Road intersection improvements (scheduled on FY16 TIP).
- Advance design of Dunstable and Oak Hill Roads at Route 40 (Groton Road) through 25% submittal to MassDOT.
- 

#### **Description of Changes:**

The services of a summer intern were invaluable to the Engineering Department this year and we request that a line item for a summer intern be added to personal services for the next three years to cover 4 weeks at \$15/hour for a 37.5 hour week (\$2,250). This summer, the intern assisted in making GIS map corrections in our stormwater data base, identified stormwater outfall locations, land survey and plan inventory. It is estimated that these services from a consultant would have been at least double to cost of paying an intern.

#### **Programs & Services:**

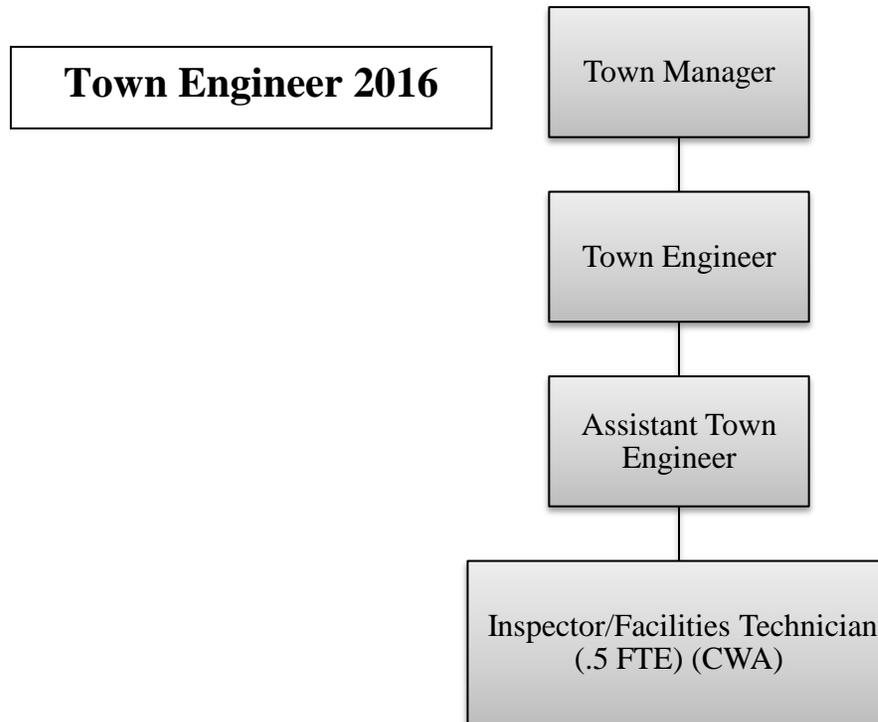
The Engineering Department supports the maintenance and operation of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection

of subdivision infrastructure for compliance with approved plans. The Engineering Department designs projects for various Town entities and assists in all levels of procurement for a variety of projects.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
TOWN ENGINEER	89,517.78	92,678.00	94,995.00	94,995.00	94,995.00	94,995.00	2.50%
ASST TOWN ENGINEER	73,720.48	77,451.00	79,388.00	79,388.00	79,388.00	79,388.00	2.50%
PROJECT INSPECTOR - FACILITIES TECH	31,438.00	32,221.00	32,993.00	32,993.00	32,867.00	32,867.00	2.40%
INTERN	-	-	2,250.00	2,250.00	2,250.00	2,250.00	0.00%
LONGEVITY	750.00	1,500.00	1,500.00	1,500.00	1,500.00	1,675.00	0.00%
<b>CATEGORY TOTAL</b>	<b>195,426.26</b>	<b>203,850.00</b>	<b>211,126.00</b>	<b>211,126.00</b>	<b>211,000.00</b>	<b>211,175.00</b>	<b>3.57%</b>
<b>EXPENSES</b>							
SPECIAL DETAILS	476.82	560.00	560.00	560.00	560.00	560.00	0.00%
EQUIPMENT MAINTENANCE	1,501.85	1,500.00	1,000.00	1,000.00	1,000.00	1,000.00	-33.33%
EQUIPMENT	-	-	1,500.00	1,500.00	1,500.00	1,500.00	
ENGINEERING SERVICES	3,910.00	7,000.00	7,000.00	5,000.00	5,000.00	5,000.00	-28.57%
ADVERTISING	-	250.00	250.00	250.00	250.00	250.00	0.00%
OFFICE SUPPLIES	1,307.59	1,850.00	850.00	850.00	850.00	850.00	-54.05%
BOOKS & SUBSCRIPTIONS	-	250.00	250.00	250.00	250.00	250.00	0.00%
TRAVEL-MILEAGE	211.45	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	1,105.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
DUES AND MEMBERSHIPS	1,442.50	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%
ENCUMBRANCES	2,500.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>12,455.21</b>	<b>14,910.00</b>	<b>14,910.00</b>	<b>12,910.00</b>	<b>12,910.00</b>	<b>12,910.00</b>	<b>-13.41%</b>
<b>DEPARTMENT TOTAL</b>	<b>207,881.47</b>	<b>218,760.00</b>	<b>226,036.00</b>	<b>224,036.00</b>	<b>223,910.00</b>	<b>224,085.00</b>	<b>2.41%</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Engineer	1.0	NON	94,995.00	750.00	95,745.00
Assistant Town Engineer	1.0	NON	79,388.00	500.00	79,888.00
Engineering Inspector Intern	0.5	CWA	32,993.00 2,250.00	250.00	33,243.00 2,250.00
<b>Total Personal Services</b>	<b>2.5</b>		<b>209,626.00</b>	<b>1,500.00</b>	<b>211,126.00</b>



**421 Highway Department****Mission Statement:**

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

**Goals:**

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

**Description of Changes:**

There are two additional Heavy Equipment Operators that are to be used by the 650 Parks & Grounds Department from April 15 to November 15 (30.2 weeks), and the Highway Department from November 15 to April 15 (22 weeks).

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
HIGHWAY SUPERINTENDENT	92,748.44	95,085.00	97,463.00	97,463.00	97,463.00	97,463.00	2.50%
OFFICE MANAGER	57,067.94	58,510.00	60,209.00	60,209.00	59,979.00	59,979.00	2.90%
ADMINISTRATIVE ASSISTANT	39,933.00	43,418.00	45,805.00	45,805.00	46,980.00	48,370.00	5.50%
CREW SUPERVISOR	137,674.90	140,408.00	143,690.00	143,690.00	143,237.00	143,237.00	2.34%
OPERATIONS SUPERVISOR	61,651.40	75,001.00	76,798.00	76,798.00	76,505.00	76,505.00	2.40%
MECHANICS SUPERVISOR	61,804.80	63,037.00	64,536.00	64,536.00	64,290.00	64,290.00	2.38%
PARKS SUPERVISOR	26,048.00	26,568.00	27,096.00	27,096.00	27,096.00	27,096.00	1.99%
CEMETERY SUPERVISOR	23,962.40	24,438.00	24,931.00	24,931.00	24,931.00	24,931.00	2.02%
MECHANIC	50,988.96	53,850.00	57,033.00	57,033.00	56,815.00	56,815.00	5.91%
EQUIPMENT OPERATORS / LABORERS	589,952.57	608,201.00	804,280.00	659,362.00	665,499.00	672,325.00	8.41%
SEASONAL STAFF	23,318.63	26,385.00	29,664.00	29,664.00	29,664.00	29,664.00	12.43%
OVERTIME - WEEKEND CALL	20,146.34	31,878.00	35,216.00	35,216.00	35,216.00	35,216.00	10.47%
OTHER OVERTIME	20,592.55	30,000.00	21,013.00	21,013.00	21,013.00	21,013.00	-29.96%
DEPARTMENTAL STIPENDS	19,265.00	27,340.00	39,140.00	36,240.00	36,240.00	36,240.00	32.55%
LONGEVITY	17,725.00	18,975.00	18,475.00	18,475.00	21,225.00	23,725.00	-2.64%
<b>CATEGORY TOTAL</b>	<b>1,242,879.93</b>	<b>1,323,094.00</b>	<b>1,545,349.00</b>	<b>1,397,531.00</b>	<b>1,406,153.00</b>	<b>1,416,869.00</b>	<b>5.63%</b>
	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
SPECIAL DETAILS	45,786.97	43,000.00	48,000.00	48,000.00	48,000.00	48,000.00	11.63%
UNIFORM ALLOWANCES	19,249.62	19,250.00	22,750.00	21,000.00	21,000.00	21,000.00	9.09%
ELECTRICITY	51,307.14	53,000.00	53,000.00	53,000.00	53,000.00	53,000.00	0.00%
NATURAL GAS	29,814.21	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
WATER	1,987.37	3,200.00	2,500.00	2,500.00	2,500.00	2,500.00	-21.88%
BUILDING MAINTENANCE	32,326.89	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	0.00%

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
ROAD MAINTENANCE	35,690.98	33,625.00	33,625.00	33,625.00	33,625.00	33,625.00	0.00%
VEHICLE MAINTENANCE	221,311.56	167,795.00	167,795.00	167,795.00	167,795.00	167,795.00	0.00%
EQUIPMENT MAINTENANCE	7,181.32	4,500.00	5,500.00	5,500.00	5,500.00	5,500.00	22.22%
COMMUNICATIONS EQUIPMENT MAINT	10,299.40	5,670.00	5,670.00	5,670.00	5,670.00	5,670.00	0.00%
BLD MAINT SVCS - HVAC	11,310.69	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
BLD MAINT SVCS - ELEVATOR	825.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%
BLD MAINT SVCS - FIRE/ALARM	1,579.67	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
DRAINAGE MAINTENANCE	1,932.25	28,000.00	25,500.00	25,500.00	25,500.00	25,500.00	-8.93%
TRAFFIC LINES / CROSSWALK MAINTEN	39,089.12	35,500.00	35,500.00	35,500.00	35,500.00	35,500.00	0.00%
SIGNAL MAINTENANCE	3,160.59	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%
BIO-REMEDIATION	800.00	800.00	-	-	-	-	-100.00%
BRUSH CHIPPING SERVICES		2,601.00	2,650.00	2,650.00	-	-	1.88%
DAM REPAIR	-	2,000.00	2,000.00	2,000.00	2,650.00	2,650.00	0.00%
DRUG AND ALCOHOL TESTING	975.00	1,270.00	1,270.00	1,270.00	5,000.00	2,000.00	0.00%
TRAINING & DEVELOPMENT	860.82	3,000.00	3,000.00	3,000.00	1,270.00	1,270.00	0.00%
CONTRACTED SERVICES	17,960.88	8,000.00	8,000.00	8,000.00	3,000.00	3,000.00	0.00%
CONTRACTED SERVICES - STORM DEBRI		-	-	-	8,000.00	8,000.00	
ADVERTISING	928.80	800.00	800.00	800.00	800.00	800.00	0.00%
DIESEL FUEL	68,803.24	70,146.00	70,146.00	66,507.00	66,507.00	66,507.00	-5.19%
OFFICE SUPPLIES	3,568.09	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
SIGNS / POSTS SUPPLIES	12,733.84	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.00%
RESURFACE MATERIAL	15,571.90	94,676.00	92,676.00	92,676.00	92,676.00	92,676.00	-2.11%
ROAD MAINTENANCE MATERIALS		25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
SAND & GRAVEL	5,633.40	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.00%
PIPE & PIPE SUPPLIES	8,331.67	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	0.00%
OTHER PUBLIC WORKS SUPPLIES	18,257.99	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
MEETINGS & CONFERENCES	2,369.50	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
DUES AND MEMBERSHIPS	351.25	325.00	325.00	325.00	325.00	325.00	0.00%
ENCUMBRANCES	23,851.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>693,850.16</b>	<b>727,758.00</b>	<b>731,307.00</b>	<b>725,918.00</b>	<b>728,918.00</b>	<b>725,918.00</b>	<b>-0.25%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,936,730.09</b>	<b>2,050,852.00</b>	<b>2,276,656.00</b>	<b>2,123,449.00</b>	<b>2,135,071.00</b>	<b>2,142,787.00</b>	<b>3.54%</b>

**Programs & Services:**

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

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

**Additional Information:**

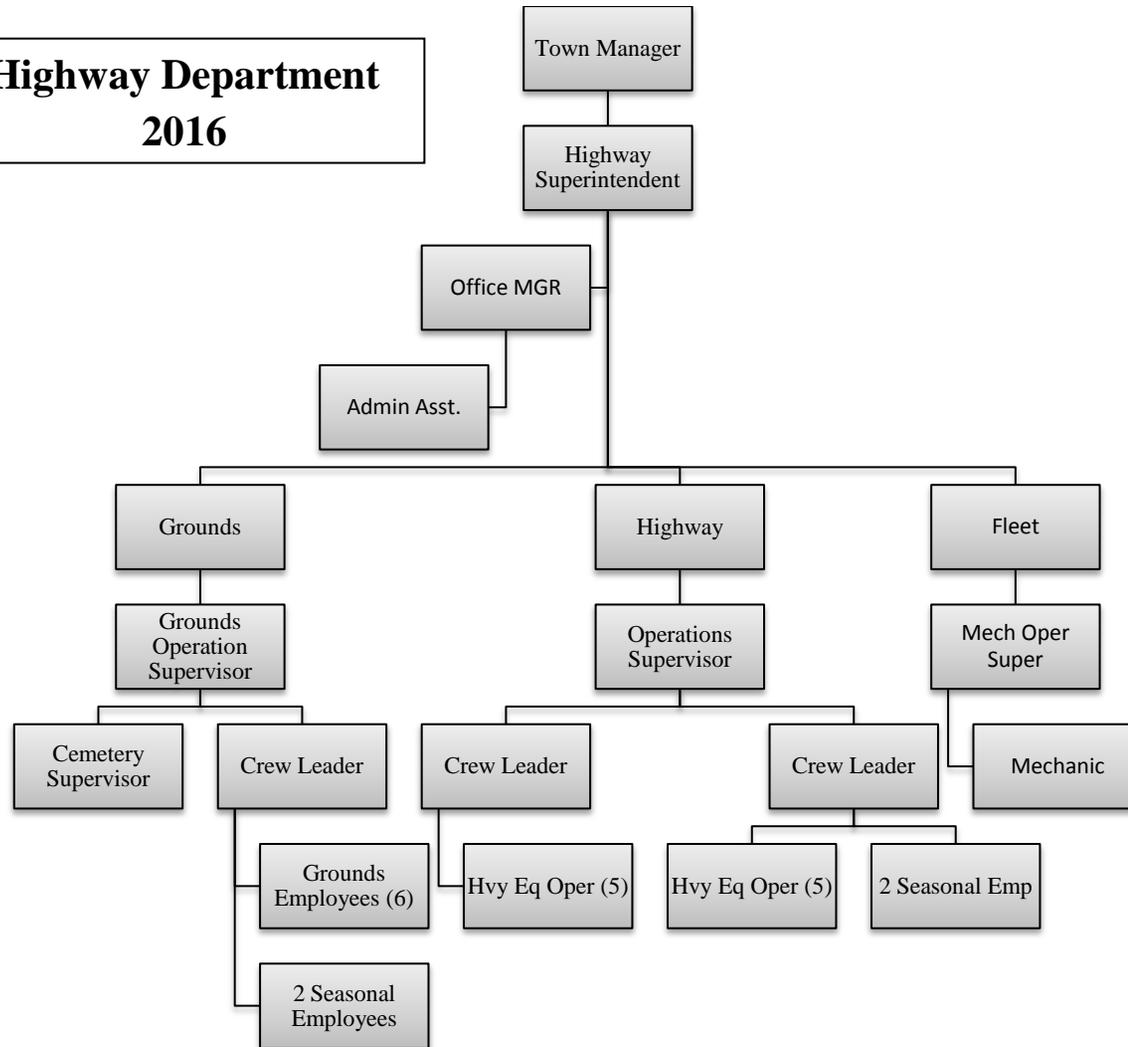
In 1992, the town had approximately 79 miles of accepted roads. Today we have approximately 153 miles for an increase of 74 miles of accepted town roads.

In the late 1980s the town had 1.5 mechanics, 13 Highway Maintenance employees, 1 employee for Parks & Grounds and 1 employee for Cemeteries. Today we have 2 mechanics, 13 Highway Maintenance employees, 6 employees for Parks & Grounds and 1 employee for Cemeteries. The Parks/Grounds/Cemeteries employees are partially funded in the Highway Budget (42%).

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipends</b>	<b>Total</b>
Highway Superintendent	1.0	EXEM	97,463.00	1,500.00		98,963.00
Office Manager	1.0	OPEIU	60,209.00	2,100.00		62,309.00
Administrative Assistant	1.0	CWA	45,805.00	-		45,805.00
Crew Supervisor	2.4	WPWA	143,690.00	3,500.00		147,190.00
Operations Administrator	1.0	WPWA	76,798.00	2,500.00		79,298.00
Mechanics Supervisor	1.0	WPWA	64,536.00	750.00		65,286.00
Parks Supervisor	0.4	WPWA	27,096.00	1,000.00		28,096.00
Cemetery Supervisor	0.4	WPWA	24,931.00	750.00		25,681.00
Mechanic	1.0	WPWA	57,033.00	500.00		57,533.00
Equipment Operators	12.5	WPWA	659,362.00	5,875.00		665,237.00
Seasonal Staff/OT			29,664.00			29,664.00
Weekend Call			35,216.00			35,216.00
Other Overtime			21,013.00			21,013.00
Departmental Stipends					36,240.00	36,240.00
<b>Total Personal Services</b>	<b>21.7</b>		<b>1,342,816.00</b>	<b>18,475.00</b>	<b>36,240.00</b>	<b>1,397,531.00</b>

**Highway Department  
2016**



7 Highway workers are assigned to Parks & Grounds seasonally.

**423 Snow & Ice**

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
EMERGENCY OVERTIME	303,064.90	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>303,064.90</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
EQUIPMENT MAINTENANCE	39,099.89	32,345.00	32,345.00	32,345.00	32,345.00	32,345.00	0.00%
TREE/BRUSH REMOVAL		-	-	-	-	-	
CONTRACTED SNOW REMOVAL	90,530.15	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%
GASOLINE	52,725.68	11,820.00	11,820.00	11,820.00	11,820.00	11,820.00	0.00%
PLOW BLADES	4,023.00	5,720.00	5,720.00	5,720.00	5,720.00	5,720.00	0.00%
SAND AND SALT	472,008.77	173,025.00	173,025.00	173,025.00	173,025.00	173,025.00	0.00%
<b>CATEGORY TOTAL</b>	<b>658,387.49</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>961,452.39</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>0.00%</b>

**Description of Changes:**

The Town is allowed by law to overspend this account and raise the deficit on the recap at the end of the year.

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Emergency Overtime			76,000.00		76,000.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>76,000.00</b>	<b>-</b>	<b>76,000.00</b>

**424 Street Lights**

	<b>FISCAL 2014 ACTUAL</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 REQUEST</b>	<b>FISCAL 2016 TMR</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2016 % INC/DEC</b>
<b>EXPENSES</b>							
ELECTRICITY STREET LIGHTS	121,267.43	121,000.00	125,000.00	125,000.00	125,000.00	125,000.00	3.31%
STREET LIGHT MAINTENANCE	1,655.00	8,500.00	4,500.00	4,500.00	4,500.00	4,500.00	-47.06%
<b>CATEGORY TOTAL</b>	<b>122,922.43</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>122,922.43</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>129,500.00</b>	<b>0.00%</b>

**Description of Changes:**

\$4,000 was moved from the Street Light Maintenance Account to Electricity to more accurately reflect actual expenditures.

**Programs & Services:**

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

**427 Stormwater Management**

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
STREET WASTE DISPOSAL SERV	6,532.12	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	5,000.00	0.00%
ENGINEERING SERVICES	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
SYSTEM UPGRADE SERVICES	14,982.24	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
ENCUMBRANCES	18,625.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>45,139.36</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>0.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>45,139.36</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>48,000.00</b>	<b>0.00%</b>

**Description of Changes:**

The Stormwater Management budget is level funded from Fiscal Year 2015.

**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 recycling benefits to the town of Westford.
2. Educate Westford residents on recycling options.
3. Provide opportunities for non-curbide recycling.
4. Implement programs that encourage diverting recyclables from the trash.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
CURBSIDE COLLECTION-RECYCLING	227,800.00	249,696.00	400,000.00	400,000.00	416,000.00	420,000.00	60.19%
COMPOST SITE DISPOSAL SERVICES		-	-	-	-	-	
HAZARDOUS WASTE DISPOSAL	2,900.00	16,660.00	-	-	16,660.00	-	-100.00%
BRUSH CHIPPING SERVICES	2,602.36	-	-	-	-	-	
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>233,302.36</b>	<b>266,356.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>432,660.00</b>	<b>420,000.00</b>	<b>50.17%</b>
<b>DEPARTMENT TOTAL</b>	<b>233,302.36</b>	<b>266,356.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>432,660.00</b>	<b>420,000.00</b>	<b>50.17%</b>

**Description of Changes:**

- In February 2014, the Town Manager began withholding \$100 per day from IPR due to IPR's failure to have the insurance required by their contract with the Town, therefore the amount paid to IPR for the curbside recycling contract in FY14 was less than the amount appropriated by Town Meeting. This per diem penalty continues in FY15.
- Due to significant changes in the recycling markets and the substantial increase in volume of materials being recycled in Westford, the cost of recycling has considerably increased with our new contract. For example, when we executed our five-year recycling contract in

2010, the company was able to use one truck per day to pickup recyclables. Because our community has increased recycling significantly since that time, the recycling company currently needs two truckers per day in tow to pickup recyclables.

- The enforcement of mandatory recycling that took effect February 1, 2013 (no recycling = no trash pickup) has increased recycling tonnage by 13% in FY14. The trash tonnage has gone down, though not by the 10% forecast by the Recycling Commission. See the accompanying pdf entitled, “Westford Recycling Commission Data & Analysis (WRC FY2014) Final.pdf.”
- Cafeteria food waste composting at Crisafulli and Blanchard schools will continue for the 2014-15 school year, and pilot food composting programs are targeted for Day and Westford Academy, further reducing the trash tonnage going to the Covanta facility.
- The report of the Recycling Commission Revolving Account is included with the budget submission.

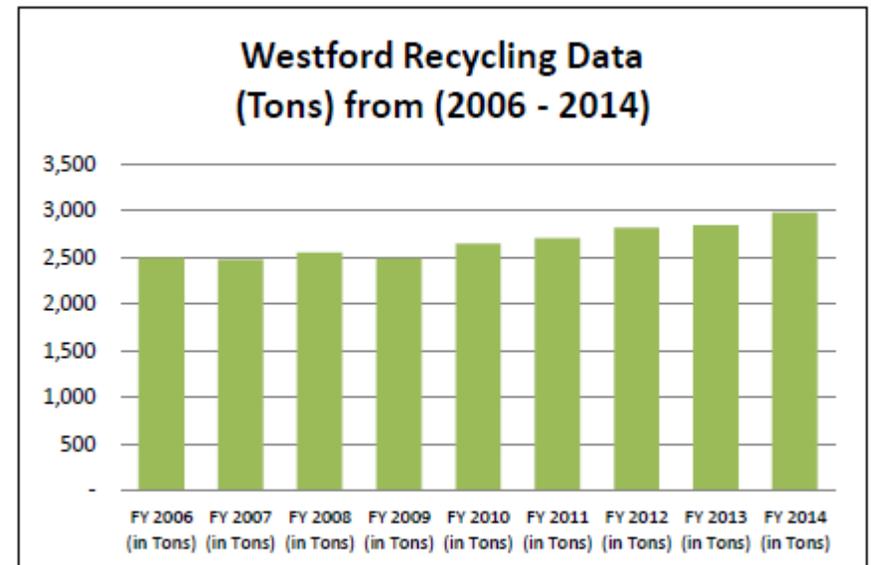
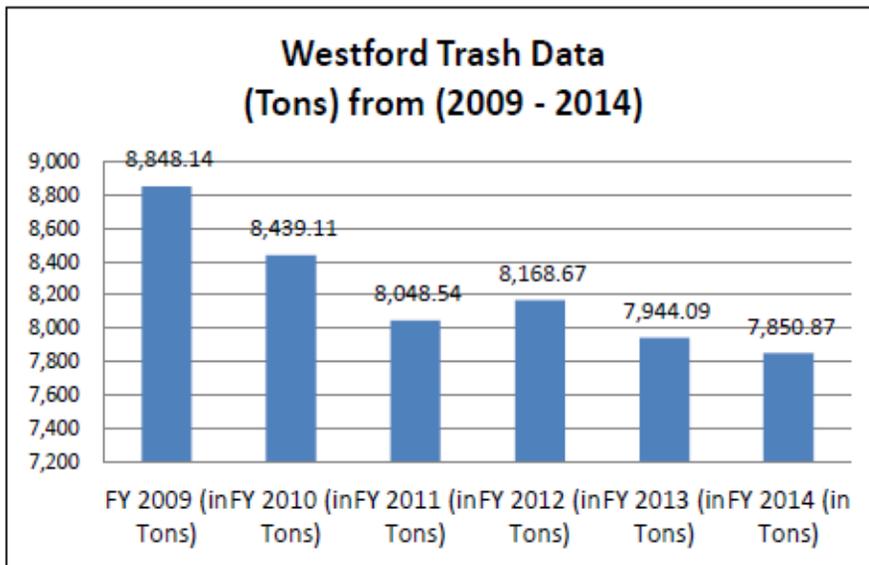
#### Recycling Commission Revolving Account 28432432

<b>Fiscal Year 2014 Activity</b>			
	<b>Income</b>	<b>Expenses</b>	
<b>Beginning Balance</b>			<b>\$ 7,523</b>
64 gallon toters	\$ 8,383	(\$ 7,705)	
Compost bins	2,615	(1,720)	
Covanta grants	643		
NE Clothes Recycling	500		
Other Revenue	807		
Insert for Tax Bills		(172)	
RECYCLE Stickers		(112)	
Composting Bags for Schools		(162)	
Postage & Printing		(173)	
Other Expenses		(1,970)	
Totals	\$ 12,948	(\$12,014)	
<b>Balance June 30, 2014</b>			<b>\$8,457</b>

**Programs & Services:**

Recycling pick up is every other week for Westford residents. Throughout the year, special collection events are held including; Electronics Collection, Brush Chipping, Household Hazardous Waste Collection, and the Litter League Green Team where residents partner with the Highway Department for litter pickup. Please visit the Recycling Commissions' website at

[http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA\\_recycling/index](http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_recycling/index) for a schedule of events.



**433 Solid Waste**

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
CURBSIDE COLLECTION-SOLID WASTE	616,678.80	629,012.00	629,012.00	629,012.00	629,012.00	629,012.00	0.00%
NESWC FEES	534,784.87	550,800.00	558,900.00	558,900.00	567,000.00	567,000.00	1.47%
LANDFILL MONITORING	6,141.96	15,606.00	10,000.00	10,000.00	16,000.00	16,000.00	-35.92%
SUPPLIES	-	1,100.00	-	-	1,100.00	1,100.00	-100.00%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,157,605.63</b>	<b>1,196,518.00</b>	<b>1,197,912.00</b>	<b>1,197,912.00</b>	<b>1,213,112.00</b>	<b>1,213,112.00</b>	<b>0.12%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,157,605.63</b>	<b>1,196,518.00</b>	<b>1,197,912.00</b>	<b>1,197,912.00</b>	<b>1,213,112.00</b>	<b>1,213,112.00</b>	<b>0.12%</b>

**Description of Changes:**

The "Supplies" line item for \$1,100 was created to fund the cost of printing bulk item stickers. In 2013, Westford joined with six other communities to negotiate a reduced waste disposal tipping fee for the two remaining years of our existing agreement, while extending the agreement for three additional years. The new tipping fee rates for fiscal year 2016 through 2018 are lower than FY13 tipping fee of \$73.00 per ton. In FY16, the tipping fee will be \$69 per ton.

**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.

**Other Metrics**

<b>Solid Waste Tonnage – FY09 to FY14</b>	
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

**440 Sewerage Collection****Goals:**

Assess the benefits of assigning oversight and management of Town Center Sewer System to the Water Department.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
CENTER SEWER SYSTEM MAINTENANCE	8,214.00	8,940.00	-	-	-	-	-100.00%
<b>CATEGORY TOTAL</b>	<b>8,214.00</b>	<b>8,940.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>
<b>DEPARTMENT TOTAL</b>	<b>8,214.00</b>	<b>8,940.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>

**Description of Changes:**

The Sewerage Collection budget has been moved to the 442 Wastewater Treatment Management budget for FY16.

**Programs & Services:**

The Sewerage Collection budget provides funding to maintain the Town Center Sewer System, including 4 duplex grinder pump stations for a total of 8 pumps and pump controls. The pump stations service the Town Hall & Public Safety Facility, J.V. Fletcher Library, Roudenbush Community Center and the Frost School.

## 442 Wastewater Treatment Management

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
CENTER SEWER SYSTEM MAINTENANC	-	-	8,940.00	8,940.00	8,940.00	8,940.00	
ABBOT REPAIRS & SERVICES	7,741.67	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%
ABBOT BUILDING MAINTENANCE SVCS	867.75	3,613.00	3,645.00	3,645.00	3,736.00	3,736.00	0.89%
ABBOT SLUDGE PUMPING & REMOVAL	1,323.75	2,514.00	2,536.00	2,536.00	2,599.00	2,599.00	0.88%
ABBOT MONITORING / TESTING SERVICE	951.57	3,962.00	3,997.00	3,997.00	4,097.00	4,097.00	0.88%
ABBOT CONTRACTED SERVICES	5,821.53	24,237.00	24,450.00	24,450.00	25,061.00	25,061.00	0.88%
ABBOT SEPTIC SUPPLIES	131.25	546.00	551.00	551.00	565.00	565.00	0.92%
BLANCHARD REPAIRS & SERVICES	11,845.67	15,000.00	15,000.00	15,000.00	15,000.00	15,300.00	0.00%
BLANCHARD BUILDING MAINTENANCE	867.75	3,613.00	3,645.00	3,645.00	3,736.00	3,736.00	0.89%
BLANCHARD SLUDGE PUMPING & REMC	787.50	3,279.00	3,308.00	3,308.00	3,391.00	3,391.00	0.88%
BLANCHARD MONITORING / TESTING SE	1,222.98	5,092.00	5,137.00	5,137.00	5,265.00	5,265.00	0.88%
BLANCHARD CONTRACTED SERVICES	5,821.53	24,237.00	24,450.00	24,450.00	25,061.00	25,061.00	0.88%
BLANCHARD SEPTIC SUPPLIES	131.25	546.00	551.00	551.00	565.00	565.00	0.92%
STONY BROOK REPAIRS & SERVICES	4,167.27	15,000.00	15,000.00	15,000.00	15,000.00	15,300.00	0.00%
STONY BROOK BUILDING MAINTENANC	867.75	3,613.00	3,645.00	3,645.00	3,736.00	3,736.00	0.89%
STONY BROOK SLUDGE PUMPING & REM	603.75	2,514.00	2,536.00	2,536.00	2,599.00	2,599.00	0.88%
STONY BROOK MONITORING / TESTING :	2,823.39	11,755.00	11,858.00	11,858.00	12,154.00	12,154.00	0.88%
STONY BROOK CONTRACTED SERVICES	5,821.53	24,237.00	24,450.00	24,450.00	25,061.00	25,061.00	0.88%
STONY BROOK SEPTIC SUPPLIES	131.25	546.00	551.00	551.00	565.00	565.00	0.92%
WA REPAIRS & SERVICES	19,258.93	15,000.00	15,000.00	15,000.00	15,450.00	15,759.00	0.00%
WA BUILDING MAINTENANCE SVCS - SF	867.75	3,613.00	3,645.00	3,645.00	3,736.00	3,736.00	0.89%
WA SLUDGE PUMPING & REMOVAL	787.50	3,279.00	3,308.00	3,308.00	3,391.00	3,391.00	0.88%
WA MONITORING / TESTING SERVICES	4,309.26	17,941.00	18,099.00	18,099.00	18,551.00	18,551.00	0.88%
WA CONTRACTED SERVICES	5,821.53	24,237.00	24,450.00	24,450.00	25,061.00	25,061.00	0.88%
WA SEPTIC SUPPLIES	131.25	546.00	551.00	551.00	565.00	565.00	0.92%
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>83,105.36</b>	<b>223,920.00</b>	<b>234,303.00</b>	<b>234,303.00</b>	<b>238,885.00</b>	<b>239,794.00</b>	<b>4.64%</b>
<b>DEPARTMENT TOTAL</b>	<b>83,105.36</b>	<b>223,920.00</b>	<b>234,303.00</b>	<b>234,303.00</b>	<b>238,885.00</b>	<b>239,794.00</b>	<b>4.64%</b>

**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 is being transferred to this budget, resulting in 4.64% increase. Without this transfer, the overall increase to the 442 Wastewater Treatment Management budget would be 0.6%.

## 491 Cemetery

### Mission Statement:

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

### Goals:

- To work with GIS and Engineering on updating cemetery maps
- To work with GIS, Engineering, and IT on user friendly data base for cemetery record
- To develop a master plan for future cemetery expansion

### Description of Changes:

The Cemetery Department is a division of the Parks, Recreation, & Cemetery Department. The one full time employee is shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. The salary is reflected in both budgets. Repairs to vehicles used for both cemetery and highway related events are shared. The Senior Assistant has job responsibilities in the Cemetery as well as Recreation. The Senior Assistant position has seen an increase in burial and sale of lot process resulting in a shift of hours to the Cemetery budget from 12.5 to 15 hours per week.

**Personal Services:** The \$4,768 increase reflects the extra work day for the 2016 leap year, union contract (\$903) Cemetery Supervisor, COLA for Director (\$351), a shift in hours (12.5 to 15) and union contract for the Senior Assistant (\$3,499), slight increase in overtime (\$20) and slight decrease in seasonal staff (-\$5)

**Expenses:** The \$301 increase is due to slight adjustment in the utility line items to better reflect the expenses in those areas.

### Programs & Services:

The Cemetery Department, with one full time employee, provides preservation and support for the Town's cemeteries including showing and selling burial lots, grounds-keeping including moving, caring for turf, trees, walls, roadways, flower beds; readying grounds for Memorial Day and Veterans Day events, arranging for interments, preserving and protecting grave markers, and assisting the general public and visitors. The Cemetery Supervisor and Senior Assistant work with funeral directors, families, relatives, the Veteran's Agent, and contractors in the coordination of burials, sale of lots, and genealogical research.

There has been an increase in burials and sale of lots including the Columbarium. A new urn garden area was created and a single grave lot area is to be completed in 2015 adding 40+ lots.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	13,277.00	14,053.00	14,404.00	14,404.00	14,404.00	14,404.00	2.50%
SENIOR ASSISTANT	14,923.00	15,295.00	18,794.00	18,794.00	18,722.00	18,722.00	22.88%
CEMETERY SUPERVISOR	32,893.84	33,547.00	34,450.00	34,450.00	34,223.00	34,223.00	2.69%
SEASONAL STAFF	7,170.00	5,405.00	5,400.00	5,400.00	5,400.00	5,400.00	-0.09%
SEASONAL OVERTIME	4,856.96	4,980.00	5,000.00	5,000.00	5,000.00	5,000.00	0.40%
LONGEVITY	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,850.00	0.00%
	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>74,720.80</b>	<b>74,880.00</b>	<b>79,648.00</b>	<b>79,648.00</b>	<b>79,349.00</b>	<b>79,599.00</b>	<b>6.37%</b>
<b>EXPENSES</b>							
ELECTRICITY	736.43	352.00	500.00	500.00	500.00	500.00	42.05%
PROPANE GAS	1,948.00	3,037.00	3,200.00	3,200.00	3,200.00	3,200.00	5.37%
WATER	255.25	350.00	375.00	375.00	375.00	375.00	7.14%
GROUNDS MAINTENANCE	4,717.66	5,200.00	5,300.00	5,300.00	5,300.00	5,400.00	1.92%
EQUIPMENT MAINTENANCE	5,186.48	5,500.00	5,625.00	5,625.00	5,750.00	5,750.00	2.27%
OTHER CONTRACTUAL SERVICES	637.81	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
GASOLINE	6,930.19	6,775.00	6,500.00	6,500.00	6,775.00	6,775.00	-4.06%
OFFICE SUPPLIES	198.75	200.00	200.00	200.00	200.00	200.00	0.00%
MEETINGS & CONFERENCES	377.90	120.00	135.00	135.00	135.00	150.00	12.50%
DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	125.00	0.00%
ENCUMBRANCES	117.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>21,205.47</b>	<b>22,634.00</b>	<b>22,935.00</b>	<b>22,935.00</b>	<b>23,335.00</b>	<b>23,475.00</b>	<b>1.33%</b>
<b>DEPARTMENT TOTAL</b>	<b>95,926.27</b>	<b>97,514.00</b>	<b>102,583.00</b>	<b>102,583.00</b>	<b>102,684.00</b>	<b>103,074.00</b>	<b>5.20%</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director	0.1	EXEM	14,404.00		14,404.00
Senior Assistant	0.4	CWA	18,794.00	850.00	19,644.00
Cemetery Supervisor	0.6	WPWA	34,450.00	750.00	35,200.00
Seasonal Staff			5,400.00		5,400.00
Overtime			5,000.00		5,000.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>78,048.00</b>	<b>1,600.00</b>	<b>79,648.00</b>

**Metrics:**

2014 Cemetery Activity				
Description	Type	Quantity	General Fund Revenue	Trust Fund Revenue
Sale of Lots	1 Grave Lot	12		
	2 Grave Lot	7		
	3 Grave Lot	0		
	4 Grave Lot	2		Perp. Care \$17,230
	Cremation Lots	7		Interest \$5,712
	<b>Sub-Total</b>	<b>28</b>	<b>\$11,670</b>	<b>\$22,942</b>
Burials	Full Burial	24		
	Cremation Burials	20		
	<b>Sub-Total</b>	<b>44</b>	<b>\$28,750</b>	
Monuments		26	\$520	
	<b>Sub-Total</b>	<b>26</b>	<b>\$520</b>	
	<b>Grand Total</b>	<b>98</b>	<b>\$40,940</b>	<b>\$22,942</b>

## 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 2014-2015**

- Continue to secure grants and promote staff research and submittals
- Ensure rollout of hazardous materials program to include training, establishment of fees, and a coordinated inspection schedule with Fire Department
- Continue to rollout new FDA standards, develop policies and procedures and seek funding for implementation of additional standards
- Ensure WISP planning for department to ensure compliance with the policy
- Increase mental health programs within the town
- Continue to strengthen MRC response capabilities with training, exercises, and drills
- Rollout a web-based system for school-based flu program
- Explore procedures and seek funding for Narcan roll-out in Westford
- Establish a health program for the Fire Department to include bladder screening, and secure funds for implementation

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR HEALTH CARE	84,426.24	93,616.00	95,957.00	95,957.00	95,957.00	95,957.00	2.50%
HEALTH AGENT	63,583.19	64,855.00	66,152.00	66,152.00	66,152.00	66,152.00	2.00%
DIRECTOR - ENVIRON SERVICES	65,822.63	69,539.00	71,277.00	71,277.00	71,277.00	71,277.00	2.50%
FOOD INSPECTOR	33,911.42	30,950.00	31,875.00	31,875.00	31,753.00	31,753.00	2.99%
NURSE	51,478.47	54,575.00	56,152.00	56,152.00	55,938.00	55,938.00	2.89%
SUBSTANCE ABUSE COORDINATOR	26,480.44	28,203.00	29,600.00	29,600.00	30,224.00	30,979.00	4.95%
ADMINISTRATIVE ASSISTANT	47,665.40	48,860.00	50,029.00	50,029.00	49,838.00	49,838.00	2.39%
LONGEVITY	5,458.00	5,415.00	5,670.00	5,670.00	6,410.00	6,544.00	4.71%
<b>CATEGORY TOTAL</b>	<b>378,825.79</b>	<b>396,013.00</b>	<b>406,712.00</b>	<b>406,712.00</b>	<b>407,549.00</b>	<b>408,438.00</b>	<b>2.70%</b>
<b>EXPENSES</b>							
VEHICLE MAINTENANCE	855.82	1,000.00	1,500.00	1,500.00	1,800.00	2,000.00	50.00%
CONTRACTED CLERICAL SERVICES	1,575.00	1,800.00	1,800.00	1,800.00	2,100.00	2,100.00	0.00%
BIOHAZARD WASTE DISPOSAL	514.25	2,500.00	2,500.00	2,000.00	2,800.00	2,800.00	-20.00%
LABORATORY SERVICES	-	800.00	800.00	800.00	800.00	800.00	0.00%
DENTAL SERVICES	2,563.61	3,500.00	3,500.00	3,500.00	3,600.00	3,600.00	0.00%
CONSULTING SERVICES	2,290.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%
ADVERTISING - LEGAL	491.10	700.00	700.00	700.00	700.00	700.00	0.00%
PRINTING SERVICES	3,401.90	4,500.00	4,500.00	4,500.00	4,700.00	4,700.00	0.00%
GASOLINE	1,850.60	1,900.00	2,000.00	2,000.00	2,100.00	2,200.00	5.26%
OFFICE SUPPLIES	4,890.56	3,600.00	4,000.00	4,000.00	4,000.00	4,000.00	11.11%
HEALTH / MEDICAL SUPPLIES	3,187.49	3,100.00	3,100.00	3,100.00	3,200.00	3,200.00	0.00%
BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%
TRAVEL - MILEAGE	1,804.83	2,000.00	2,200.00	2,200.00	2,300.00	2,300.00	10.00%
MEETINGS & CONFERENCES	2,046.56	1,900.00	2,400.00	2,400.00	2,400.00	2,500.00	26.32%
DUES & MEMBERSHIPS	917.00	750.00	750.00	750.00	800.00	800.00	0.00%
FLU CLINIC	10,086.23	14,000.00	-	-	-	-	-100.00%
ENCUMBRANCES	880.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>37,354.95</b>	<b>46,200.00</b>	<b>33,900.00</b>	<b>33,400.00</b>	<b>35,450.00</b>	<b>35,850.00</b>	<b>-27.71%</b>
<b>DEPARTMENT TOTAL</b>	<b>416,180.74</b>	<b>442,213.00</b>	<b>440,612.00</b>	<b>440,112.00</b>	<b>442,999.00</b>	<b>444,288.00</b>	<b>-0.48%</b>

**Description of Changes:**

The personal services budget has a 2.5% COLA for the non-union positions along with a step-increase for the Substance Abuse Coordinator. The Flu Clinic budget currently funded through the Board of Health revolving account. However, there has been a significant increase in demand, so the Board of Health had to seek a reserve fund supplemental transfer for FY15. The department bills and receives reimbursements from most insurance carriers for the vaccines as well as the administration costs associated with the flu clinics, which covers the expense. The Biohazardous waste pick-up has been reduced based on the past two years of expenses.

**Revolving Account**

DPH has announced that flu allocations have been cut and not provided in FY 16. Therefore all doses will need to be purchased. We are requesting an increase of revolving fund cap to \$35,000. We will seek third party reimbursement for not only vaccine but administration costs, which will more than cover additional costs and excess will be returned to general funds. Costs for vaccine this year runs between \$17.10/dose for quadrivalent flu and ~\$30./dose for high dose. Reimbursement rates far exceed cost of vaccine. Currently we have over \$50,000 in the account from FY 15 receipts. We usually do ~1,800-2,200 doses /year.

**Programs & Services:****Program Description**

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 across the life span.

**Health Services** focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. It addresses a comprehensive range of health conditions and concerns. Programs and services include : communicable disease surveillance and communicable disease control; immunization program including yearly community and school based flu clinics; health fairs; educational health programs for community and schools; lead program; health screenings; mental health programs and referrals; substance abuse prevention services; school based dental program 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 & unwanted medication drop off; emergency preparedness.

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

**Significant Departmental Accomplishments:**

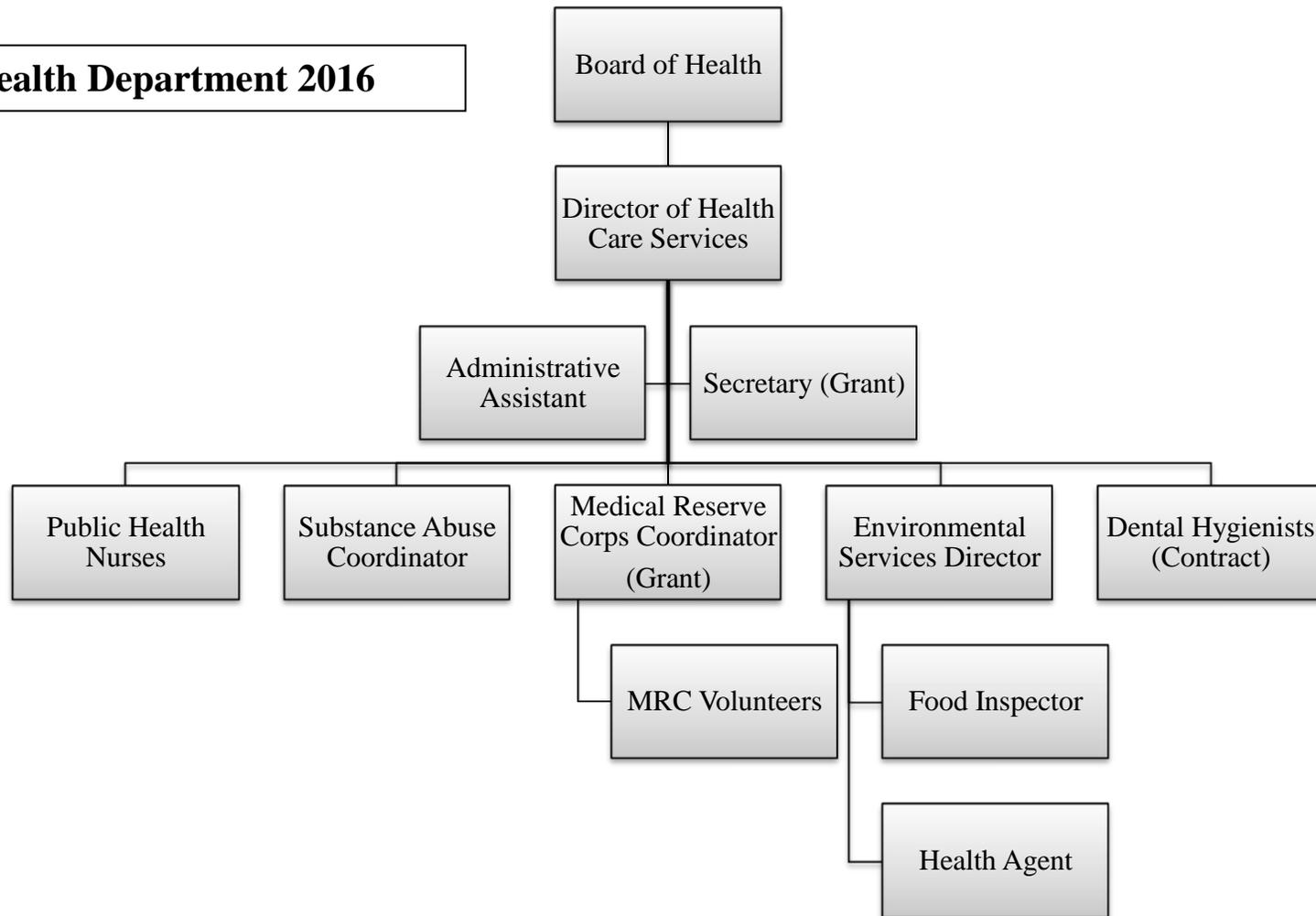
- Ensured continued effective implementation of Risk Based Food Protection Program and process to integrate 2 FDA standards for certification
- Provided community education and ensured passage of Hazardous Materials Storage By- Law at town meeting to better protect the health of our residents
- Expanded mental health, immunizations and domestic violence services to Nashoba Tech
- Participated in a committee with the Planning Department to establish and pass a new Medical Marijuana reg.
- Sought grants and outside resources to assist with town revenue stream and enhance services
  - Implemented a self sustaining shingles program and secured over \$10,000 for the program
  - Established a Health Lakes/Pond Collaborative and a Water Protection Plan which included community education and enhanced monitoring. Obtained a CPC grant to assist with costs for monitoring and an educational campaign
  - Received a \$7,500 grant through MRC to develop an emergency sheltering plan for medically dependent individuals. Establish partnerships to assist those residents requiring additional assistance and those with functional needs
  - Provided training for 70 Medical Reserve Corps Response strike teams to enhance shelter response.
  - Submitted and received \$2,500 grant from FDA to assist with our Food Inspectional Program and trainings
  - Secured \$25,000 revolving acct and brought in close to \$34,000 in revenue from flu clinics
  - Sought and received ~ \$7,000 in private donations to sustain the senior dental program providing free dental care to the uninsured and underinsured elderly in town
  - Utilized volunteer Medical Reserve Corp members to staff 5 community and 9 school based flu clinics and 10 events saving Westford over \$10,000 in staffing costs
- Provided CPR training for town employees utilizing MRC trainers ensuring teams available in public buildings trained in AED use and administration of CPR
- Provided multiple Serv Safe trainings for groups and organizations
- Trained food service workers in Chokesaver utilizing MRC trainers
- Trained 70 Westford School System TAs in First Aid utilizing MRC members
- Continued a successful “Let’s Move “campaign to fight obesity within the community, providing educational programs and services to schools, employees and residents

- Updated tobacco regulations to include increasing legal age to purchase to 21
- Provided sharps pick-up for medical waste and worked collaboratively with Police Department to include medication drop off at Police Department and drop off days in conjunction with DEA
- Provided certification program for food handlers and 2 trainings for Real estate agents and residents on Title 5
- Provided expanded Domestic Violence programs and services through the Westford Coalition of Non- Violence committee and continued monthly taskforce committee meetings and activities
- Implemented new electronic signatures and online payment permitting system
- Provided High Risk Flu Vaccine for over 60 in Westford and sought reimbursement for administration and vaccine, securing additional funds for community
- Managed activities and fiscal funding for a \$219,000 CDC emergency preparedness grant as host for a 7 town collaborative and 7 regional MRC units

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director of Health Services	1.0	EXEM	95,957.00	2,000.00	97,957.00
Director Environmental Svcs	1.0	EXEM	71,277.00	1,000.00	72,277.00
Health Agent	1.0	OPEIU	66,152.00	850.00	67,002.00
Nurse	0.8	NON	56,152.00	-	56,152.00
Substance Abuse Coordinator	0.4	OPEIU	29,600.00		29,600.00
Food Inspector	0.5	OPEIU	31,875.00	320.00	32,195.00
Administrative Assistant	1.0	CWA	50,029.00	1,100.00	51,129.00
Senior Asst. (Grant)	0.4	CWA		400.00	400.00
<b>Total Personal Services</b>	<b>6.1</b>		<b>401,042.00</b>	<b>5,670.00</b>	<b>406,712.00</b>

**Health Department 2016**



## Metrics

Communicable Diseases	FY 13	FY14	Services	FY 13	FY 14
Campylobacter	8	7	School Flu Immunizations	367	337
Calicivirus/Norovirus	2	0	Seasonal Flu immunizations	1819	1993
Cryptosporidiosis	0	1			
Erhlichiosis	3	0	<b>Clinics</b>		
Giardia	1	0	Hearing	19	25
Group A Streptococcus	1	0	Cholesterol Screening	28	7
Group B Streptococcus	1	0	Tuberculosis Testing	42	34
Hepatitis A	3	0	Immunizations	27	105
Hepatitis B	6	5	Pap Smear Clinic	3	6
Hepatitis C	6	0	Home Visits	60	79
HGA	1	0	Well Child Clinic	2	3
Legionellosis	42	23	Hypertension Screening	248	425
Lyme Disease	3	1	Animal Bite Consultation	19	30
Pertussis	4	8			
Salmonella	0	2	<b>Educational Programming</b>		
Shiga Toxin Producing Organism	0	1	Number of Programs	13	17
Strep Pneumonia	0	1	Participants	443	758
Active TB	0	8			
Toxoplasmosis	1	0	<b>Employee Health Program</b>		
Varicella	4	0	Number of Programs	11	12
Yersiniosis	1	0	Participants	190	272

**Applications Reviewed/Permits Approved**

<b>Septic Related</b>	<b>FY13</b>	<b>FY14</b>	<b>Food Service Related</b>	<b>FY13</b>	<b>FY14</b>
Septic Haulers/Installers	78	62	Annual Establishments	158	158
Soil Evaluations & Percolation Testing	80	86	Food Establishment Complaints	13	9
System Construction	119	150	Catering Licenses	4	10
Portable Chemical Toilets	13	3	Other (Frozen Dessert, Milk & Cream)	101	99
Title 5 Inspections Reviewed	284	249	Food Establishment Plans Reviewed	13	5
			Seasonal Establishments	31	32
<b>Water/Well Systems Related</b>			Temporary Events	94	87
Wells/Water Systems	28	21	Farmer's Market	18	21
<b>Camp/Camping Related</b>					
Day/Overnight & Rec Camps	5	7	<b>Miscellaneous</b>		
Inspections Conducted	6	6	Housing Inspections	39	37
			Beaver Inspections/Complaints	8	4
<b>Recreational Water Related</b>			Building Permits	236	168
Swimming Pool Inspections	24	19	Stabling & Piggery Permits/Inspection	20	18
Swimming Pools	17	20	Hazardous Materials Registration	58	54
Bathing Beaches	14	14	Demo Permit Inspections	17	12
Bathing Beach Inspections/Testing	189	196			

### Permit and Services Receipts

	<b>FY13 Revenue</b>	<b>FY14 Revenue</b>		<b>FY 13 Revenue</b>	<b>FY14 Revenue</b>
Septic	17,825	23,475	Well Child	10	10
Portable toilets	105	45	Mantoux Testing	45	75
Installers	5,800	6,600	Cholesterol	360	120
Haulers	1,575	1,725	Immunization	60	30
Temp food permits	2,255	2,515	Dental	460	680
Soil evaluation & percolation tests	12,200	13,630	Fines	455	3,900
Pump and water systems	600	500	Funeral Directors	25	50
Stabling/piggery	805	1,170	Camping/hotel/motel	850	950
Food	35,970	32,600	Pool	1,785	2,100
Frozen dessert	460	360	Beach	1,710	1,710
Mobile food-catering	430	770	Well	1,200	825
Tobacco	2,500	2,500	Pap Test	30	50
Farmers Market	915	900	Flu/Pneumonia Reimbursement	33,490	36,117
Title V review	5,650	6,255	Residential Kitchen	1,410	1,820
Pre- Demolition Walk through	300	600	Serv Safe- revenue	476	2,450
Housing Inspections	255	170			
Beaver Dam Modification	75	-	<b>TOTAL</b>	<b>130,086</b>	<b>144,702</b>

**540 Senior Center****Mission Statement:**

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

**Goals:**

- Computerize the functions of the front desk Department Assistant which will create efficiencies to provide services to the increasing senior population. Examples of the efficiencies are possible online registrations, program lists, facility schedule, web site to provide additional information.
- Work towards improving the quality of life for those aged 60 or older by providing services, advocacy and information.
- Review the study of the Cameron Parking lot needs completed by NMCOG and explore resources and alternatives to expand the parking lot at the Cameron Senior Center from the present 57 parking spots.

**Budget Narrative:**

The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community. The facility completed a major renovation and expansion in 2010 and the requested increase for FY'16 is the ongoing adjustments in the use of utilities as part of a new building. A reorganization of the department seeks a reduction in the hours of the registrars and a Department Assistant established in FY'15 to service the additional clients and requests.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
RECORDS SUPERVISOR	52,637.46	53,949.00	55,237.00	55,237.00	55,026.00	55,026.00	2.39%
DEPARTMENT ASSISTANT	-	11,560.00	40,814.00	40,814.00	40,814.00	40,814.00	0.00%
MAINTENANCE WORKER I	31,193.26	31,949.00	32,712.00	32,712.00	32,587.00	32,587.00	2.39%
REGISTRAR	26,910.28	31,640.00	-	-	-	-	-100.00%
EVENING SUPERVISORS	7,327.93	8,493.00	8,619.00	8,619.00	8,619.00	8,619.00	1.48%
LONGEVITY	813.00	847.00	847.00	847.00	1,270.00	2,020.00	0.00%
SNOW REMOVAL COVERAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>118,881.93</b>	<b>139,438.00</b>	<b>139,229.00</b>	<b>139,229.00</b>	<b>139,316.00</b>	<b>140,066.00</b>	<b>-0.15%</b>
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	142.76	270.00	270.00	270.00	270.00	270.00	0.00%
ELECTRICITY	31,616.63	26,200.00	32,000.00	32,000.00	31,168.00	31,168.00	22.14%
NATURAL GAS	10,068.27	9,000.00	11,209.00	11,209.00	11,209.00	11,209.00	24.54%
WATER	1,494.77	3,000.00	2,000.00	2,000.00	2,000.00	2,000.00	-33.33%
SEWER/SEPTIC	2,760.00	4,000.00	3,000.00	3,000.00	3,000.00	3,000.00	-25.00%
BUILDING MAINTENANCE	1,634.34	4,000.00	3,000.00	3,000.00	3,000.00	3,000.00	-25.00%
EQUIPMENT MAINTENANCE	1,141.79	1,833.00	1,800.00	1,800.00	1,800.00	1,800.00	-1.80%
BLDG MAINT SVCS - HVAC	4,393.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
BLDG MAINT SVCS - GENERATOR	-	500.00	500.00	500.00	500.00	500.00	0.00%
BLDG MAINT SVCS - ELEVATOR	825.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%
BLD MAINT SVCS - FIRE/ALARM	878.45	2,000.00	2,000.00	1,500.00	1,500.00	1,500.00	-25.00%
CONTRACTED SNOW REMOVAL	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
OFFICE EQUIPMENT	610.71	600.00	600.00	600.00	600.00	600.00	0.00%
CUSTODIAL/ CLEANING SUPPLIES	3,698.40	5,000.00	4,500.00	4,500.00	4,500.00	4,500.00	-10.00%
LIGHTING/ ELECTRICAL SUPPLIES	900.71	600.00	1,000.00	1,000.00	1,000.00	1,000.00	66.67%
BOTTLED WATER	89.93	300.00	200.00	200.00	200.00	200.00	-33.33%
TRAVEL-MILEAGE	202.40	300.00	300.00	300.00	300.00	300.00	0.00%
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%
ENCUMBRANCES	469.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>60,926.16</b>	<b>65,403.00</b>	<b>70,179.00</b>	<b>69,679.00</b>	<b>68,847.00</b>	<b>68,847.00</b>	<b>6.54%</b>
<b>DEPARTMENT TOTAL</b>	<b>179,808.09</b>	<b>204,841.00</b>	<b>209,408.00</b>	<b>208,908.00</b>	<b>208,163.00</b>	<b>208,913.00</b>	<b>1.99%</b>

**Description of Changes:**

The Department Assistant is a new full time position to digitalize our front office and offer consistency to all we serve. The Senior Center will be going through a year of transition. This position replaces the full time Registrar position which was a job shared by four individuals.

Cameron utility bills are based on the average usage of the past three years.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Records Supervisor	1.0	CWA	55,237.00	500.00	55,737.00
Department Assistant	1.0	CWA	40,814.00		40,814.00
Custodian	0.7	CWA	32,712.00	347.00	33,059.00
Evening Supervisors		NON	8,619.00		8,619.00
Snow Removal Coverage		NON	1,000.00		1,000.00
<b>Total Personal Services</b>	<b>2.7</b>		<b>138,382.00</b>	<b>847.00</b>	<b>139,229.00</b>

**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.

**Description of Changes:**

The Council on Aging Senior Rebate Program has requested a \$5,000 reduction for FY16. We presently have 25 seniors assigned to various departments and the Veteran's have 5 assigned throughout the Town. We are requesting 20 slots for the seniors because of the limited number of available work sites.

**Programs & Services:**

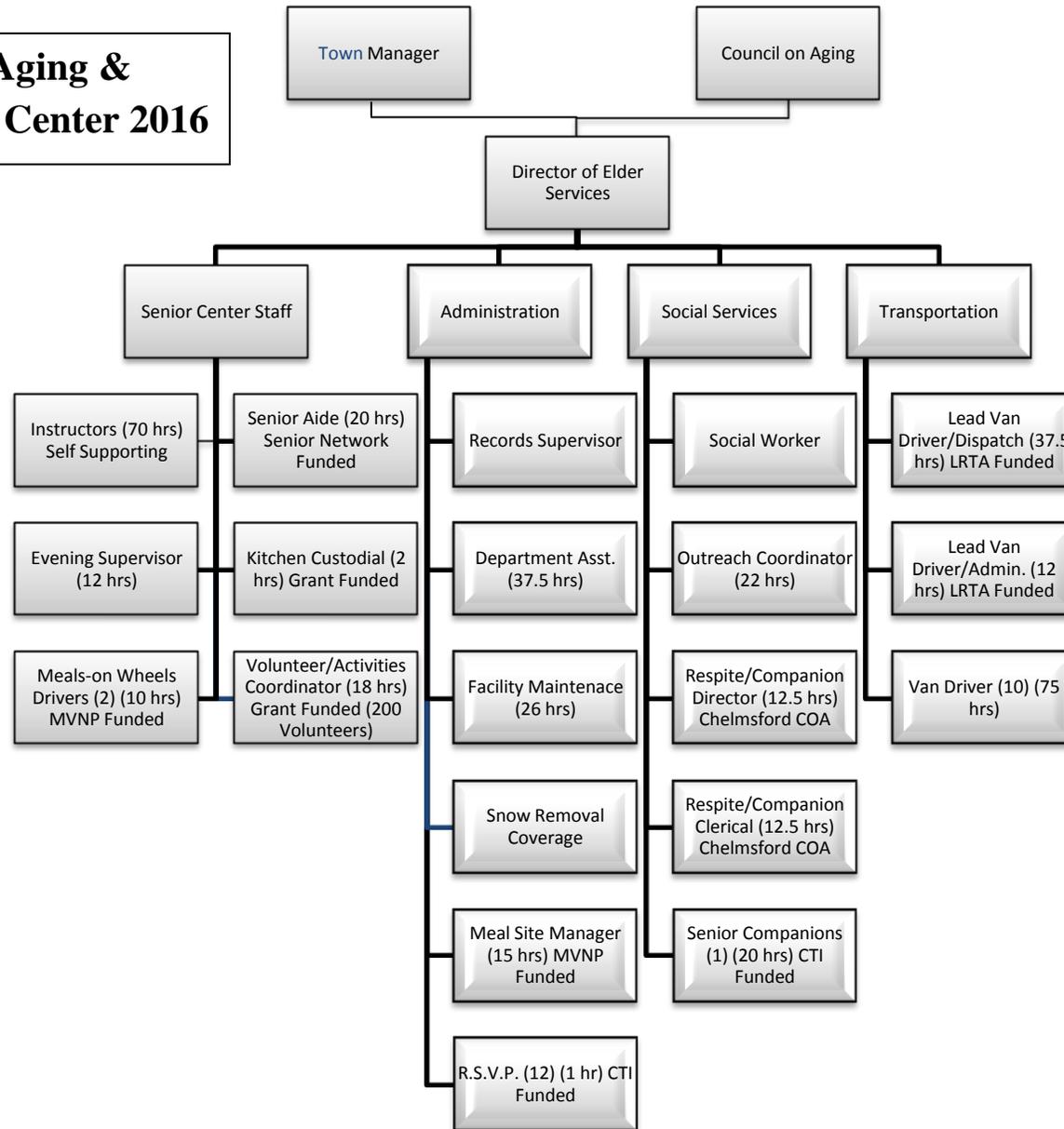
The Council on Aging provides the social services for all residents in need of assistance, not just seniors. Some of the services we offer are fuel assistance, social work, holiday baskets, food pantry, transportation, housing, companion/ respite care, food stamps, legal services in addition to acting as an emergency shelter.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	78,461.82	80,032.00	80,032.00	80,032.00	80,032.00	80,032.00	0.00%
SOCIAL WORKER	70,056.03	71,457.00	73,244.00	73,244.00	73,244.00	73,244.00	2.50%
OUTREACH COORDINATOR	20,776.45	21,191.00	21,862.00	21,862.00	21,720.00	21,720.00	3.17%
VAN DRIVERS	26,189.18	32,620.00	33,436.00	33,436.00	33,436.00	33,436.00	2.50%
LONGEVITY	2,484.00	2,294.00	294.00	294.00	440.00	940.00	-87.18%
SENIOR REBATE PROGRAM	25,000.00	25,000.00	20,000.00	20,000.00	20,000.00	20,000.00	-20.00%
<b>CATEGORY TOTAL</b>	<b>222,967.48</b>	<b>232,594.00</b>	<b>228,868.00</b>	<b>228,868.00</b>	<b>228,872.00</b>	<b>229,372.00</b>	<b>-1.60%</b>
<b>EXPENSES</b>							
VEHICLE MAINTENANCE	2,836.26	4,800.00	4,800.00	3,000.00	3,500.00	4,000.00	-37.50%
LEGAL SERVICES	78.05	100.00	100.00	100.00	100.00	100.00	0.00%
HEALTH / NUTRITION SERVICES	511.18	500.00	500.00	500.00	500.00	500.00	0.00%
POSTAGE	7,482.45	7,500.00	7,000.00	7,000.00	7,000.00	7,000.00	-6.67%
SENIOR VOLUNTEER SERVICES	53.28	100.00	100.00	100.00	100.00	100.00	0.00%
GASOLINE	11,410.19	13,500.00	13,500.00	13,500.00	13,500.00	13,500.00	0.00%
OFFICE SUPPLIES	3,352.27	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
PROGRAMS & ACTIVITIES	202.53	400.00	400.00	400.00	400.00	400.00	0.00%
SOCIAL & CULTURAL PROGRAMS	473.30	400.00	400.00	400.00	400.00	400.00	0.00%
TRAVEL - MILEAGE	2,035.27	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
MEETINGS & CONFERENCES	2,744.89	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%
SENIOR REBATE PROGRAM		-	-	-	-	-	
ENCUMBRANCES	1,254.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>32,433.67</b>	<b>35,300.00</b>	<b>34,800.00</b>	<b>33,000.00</b>	<b>33,500.00</b>	<b>34,000.00</b>	<b>-6.52%</b>
<b>DEPARTMENT TOTAL</b>	<b>255,401.15</b>	<b>267,894.00</b>	<b>263,668.00</b>	<b>261,868.00</b>	<b>262,372.00</b>	<b>263,372.00</b>	<b>-2.25%</b>
<b>TOTAL: CSC/Council On Aging</b>	<b>435,209.24</b>	<b>472,735.00</b>	<b>473,076.00</b>	<b>470,776.00</b>	<b>470,535.00</b>	<b>472,285.00</b>	<b>-0.41%</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
COA Director	1.0	EXEM	80,032.00		80,032.00
Social Worker	1.0	EXEM	73,244.00	-	73,244.00
Outreach Coordinator	0.5	NON	21,862.00	294.00	22,156.00
Van Drivers			33,436.00	-	33,436.00
Senior Rebate			20,000.00		20,000.00
<b>Total Personal Services</b>	<b>2.5</b>		<b>228,574.00</b>	<b>294.00</b>	<b>228,868.00</b>

### Council on Aging & Cameron Senior Center 2016



**543 Veteran's Services**

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	47,496.29	49,901.00	51,344.00	51,344.00	51,148.00	51,148.00	2.89%
LONGEVITY	-	-	500.00	500.00	500.00	500.00	
ADMIN SUPPORT	-	-	4,300.00	4,300.00	4,284.00	4,284.00	
VETERANS TAX WORK PROGRAM	4,000.00	5,000.00	5,000.00	5,000.00	10,000.00	10,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>51,496.29</b>	<b>54,901.00</b>	<b>61,144.00</b>	<b>61,144.00</b>	<b>65,932.00</b>	<b>65,932.00</b>	<b>11.37%</b>
<b>EXPENSES</b>							
MONUMENT MAINT SERVICES	-	-	-	-	-	-	
OFFICE SUPPLIES	166.59	450.00	450.00	450.00	450.00	450.00	0.00%
PROGRAMS & ACTIVITIES	2,395.77	4,500.00	4,500.00	4,500.00	4,000.00	4,500.00	0.00%
MEETINGS & CONFERENCES	155.00	850.00	850.00	850.00	850.00	850.00	0.00%
VETERAN'S SERVICES	78,831.24	140,000.00	120,000.00	120,000.00	120,000.00	120,000.00	-14.29%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>81,548.60</b>	<b>145,800.00</b>	<b>125,800.00</b>	<b>125,800.00</b>	<b>125,300.00</b>	<b>125,800.00</b>	<b>-13.72%</b>
<b>DEPARTMENT TOTAL</b>	<b>133,044.89</b>	<b>200,701.00</b>	<b>186,944.00</b>	<b>186,944.00</b>	<b>191,232.00</b>	<b>191,732.00</b>	<b>-6.85%</b>

**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 moved to federal benefits programs when applicable. 80% of the clients seen are connected to federal resources.

- The number of Chapter 115 benefits recipients' growth rate flattened out in FY14 and the beginning of FY15 compared to previous years. Several of these recipients moved out of the area or obtained federal benefits that put them over income. The average recipient is

budgeted at \$500/month but they are trending higher, mostly because of medical care costs. The actual amount is variable based on the number of reimbursable items submitted by the recipient. In FY14, the total monthly benefit paid to recipients varied from a low of \$3,085.21 (avg. of \$385.65/recipient) to a high of \$9,837.24 (avg. of \$581.49/recipient). The Commonwealth reimburses the town for 75% of the Ch. 115 benefits paid.

- In both FY14 & FY15, Veterans Services was approved for \$5,000 to allocate to the Veteran's Property Tax Work Off program. Unless there is a request outside of the department, we are requesting no increase in FY16, to remain at 5 recipients, \$5,000.
- The street flags used during the two holiday periods (Memorial Day and Veterans Day) are showing wear and will need to be replaced before Memorial Day 2015. There is also a plan to illuminate all town-owned cemetery flag poles, some are not today. The veterans grave marker flags are reimbursable from the commonwealth at the same rate as benefits, 75%. Street, parks and memorial flag costs are borne by the town.
- There are two town-wide veterans 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. Six of the eight artificial wreaths required for the war memorials were purchased in FY13. Two additional are budgeted for FY15. 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.
- Veteran property tax abatements, credits and deferrals are currently managed by the town's assessor department and are not reflected in this budget.
- 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.
- A couple of outreach programs were implemented in FY14/15 where transportation of veterans to and from events used our local CoA shuttle buses. There was a small charge for this transportation service. Lunch for the veterans was provided at no cost to the town via community donations.
- The VSO position remains a full 37-1/2 (40 hour) hour position.
- In 2014, the Commonwealth approved a VSO certification program. There may be training costs/fees associated with this credentialing that have yet to be announced.
- Town hall is providing a clerical resource 5 hours a week.
- An administrative assistant (19 hours a week) funded by a US Dept of Labor (administered by the National Senior Network) grant program was not renewed in July 2015. Currently a Property Tax Work Off worker (10 hours a week for administrative purposes) is in

use and numerous unpaid volunteers for efforts like cemetery flag replacement and war memorials half-staff support. These resources provide about 15 hours a week of support to this office at no cost to the town.

The department was awarded a VA Work Study Program “intern” but that has not yet yielded a resource.

**Programs & Services:**

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

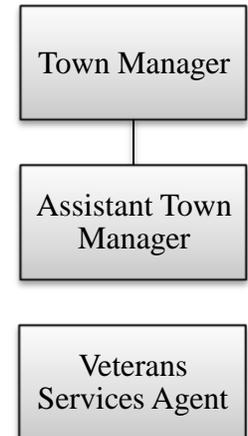
This department also assists veterans in applying for federal VA benefits, such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living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

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

**Veterans Services 2016**

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	51,344.00	500.00	51,844.00
Admin Support			4,300.00		4,300.00
Veterans' Tax Work Program			5,000.00		5,000.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>60,644.00</b>	<b>500.00</b>	<b>61,144.00</b>



## Culture & Recreation

### 610 Library

#### **Vision Statement:**

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

#### **Mission Statement:**

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

#### **Goals:**

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

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

- GOAL III: The J. V. Fletcher Library is funded at a level that reflects the demographics, expectations, educational level and service needs of the community of Westford.
- GOAL IV: Library patrons of all ages and socio-economic circumstances have access to collections, meaningful activities, programs and events which foster personal growth, self-development and exposure to ideas, art, cultures and current issues during service hours which reflect their needs.
- GOAL V: Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.
- GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.
- GOAL VII: Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.
- GOAL VIII: Library patrons access data, information, resources and collections cataloged via the latest technological tools, via the latest technology and via new technological formats in a global and uninterrupted environ.

**Description of Changes:**

EXEMPT and non-union Management Personnel line items are increased by 2.5% per Budget direction; Senior Librarians' pay reflects as well a pay parity adjustment to retain hourly wages higher than the union staff they supervise. The LIBRARY PAGES line item reflects the impact of the January 2015 and 2016 increases in the state minimum wage. All CWA Personnel line items reflect the wage settlement of the CWA bargaining unit contract. The exception is the RECORDS SUPERVISOR line which reflects this position's restoration – by one hour -- to full-time status in FY16. Despite increases in LONGEVITY payouts under the CWA Contract, the total LONGEVITY line item decreases, reflecting the retirement of long-term staff.

The 15% for BOOKS is based upon the new State formula, and includes offsets from GIFTS and TRUST FUNDS. Utility projections reflect both the town-wide bidding and a projected increase, based upon the most recent six-year average consumption [see attachment]. The Membership Formula cost for MVLC is not yet available, so is only estimated here; this should be available in September. The Mileage/Conference line item

has been “unbraided” into three distinct line items for the purpose of better reporting and budgeting: *Mileage; Meetings & Conferences*, and; *Dues & Memberships*. The majority of operational line items reflect FY14 Actual expenses.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
LIBRARY DIRECTOR	93,219.84	95,085.00	97,461.00	97,461.00	97,461.00	97,461.00	2.50%
ASSISTANT DIRECTOR	67,501.89	69,885.00	71,630.00	71,630.00	71,630.00	71,630.00	2.50%
SENIOR LIBRARIANS	229,332.22	241,148.00	248,360.00	248,360.00	248,360.00	252,751.00	2.99%
LIBRARY ASSISTANTS	555,857.34	589,422.00	602,520.00	602,520.00	612,540.00	615,021.00	2.22%
OFFICE MANAGER	50,593.66	52,511.00	57,339.00	57,339.00	59,979.00	59,979.00	9.19%
7 SATURDAY, JULY-AUG	10,378.20	12,008.00	12,366.00	12,366.00	12,366.00	12,366.00	2.98%
OTHER SUPPORT STAFF	-	-	-	-	-	-	
CUSTODIANS	62,288.80	61,245.00	63,933.00	63,933.00	63,694.00	63,694.00	4.39%
PAGES	11,532.63	13,358.00	14,934.00	14,934.00	16,443.00	17,226.00	11.80%
CUSTODIAL OVERTIME		2,558.00	2,779.00	2,779.00	2,779.00	2,779.00	8.64%
LONGEVITY	17,208.00	19,980.00	19,168.00	19,168.00	19,958.00	21,528.00	-4.06%
<b>CATEGORY TOTAL</b>	<b>1,097,912.58</b>	<b>1,157,200.00</b>	<b>1,190,490.00</b>	<b>1,190,490.00</b>	<b>1,205,210.00</b>	<b>1,214,435.00</b>	<b>2.88%</b>

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCES	3,530.00	3,530.00	3,530.00	3,530.00	3,530.00	3,530.00	0.00%
ELECTRICITY	33,107.24	34,560.00	34,560.00	34,560.00	35,028.00	35,028.00	0.00%
HEATING FUEL	14,293.25	12,580.00	15,000.00	15,000.00	16,008.00	16,008.00	19.24%
WATER	1,430.51	2,000.00	2,000.00	2,000.00	2,060.00	2,060.00	0.00%
EQUIPMENT MAINTENANCE	28,721.61	30,285.00	24,550.00	24,550.00	24,911.00	24,911.00	-18.94%
MVLC NETWORK MAINTENANCE	31,548.00	32,800.00	34,500.00	34,500.00	34,500.00	34,500.00	5.18%
POSTAGE	4,452.44	5,200.00	4,500.00	4,500.00	4,500.00	4,500.00	-13.46%
PRINTING SERVICES	1,640.78	2,875.00	2,850.00	2,850.00	2,850.00	2,850.00	-0.87%
OFFICE SUPPLIES	16,297.63	17,500.00	17,000.00	17,000.00	17,000.00	17,000.00	-2.86%
CUSTODIAL / CLEANING SUPPLIES	8,173.18	7,000.00	7,500.00	7,500.00	7,500.00	7,500.00	7.14%
BOOKS & SUBSCRIPTIONS	192,694.63	198,547.00	198,916.00	198,916.00	201,381.00	203,003.00	0.19%
MILEAGE	1,691.71	3,595.00	1,750.00	1,750.00	1,750.00	1,750.00	-51.32%
MEETINGS & CONFERENCES	2,095.74	800.00	1,950.00	1,950.00	1,950.00	1,950.00	143.75%
DUES & MEMBERSHIPS	90.00	-	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
PUBLIC EMPLOYEE BOND	364.48	365.00	365.00	365.00	365.00	365.00	0.00%
ENCUMBRANCES	815.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>340,946.20</b>	<b>351,637.00</b>	<b>349,971.00</b>	<b>349,971.00</b>	<b>354,333.00</b>	<b>355,955.00</b>	<b>-0.47%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,438,858.78</b>	<b>1,508,837.00</b>	<b>1,540,461.00</b>	<b>1,540,461.00</b>	<b>1,559,543.00</b>	<b>1,570,390.00</b>	<b>2.10%</b>

### Programs & Services:

The J. V. Fletcher Library provides programs and services 315 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:**

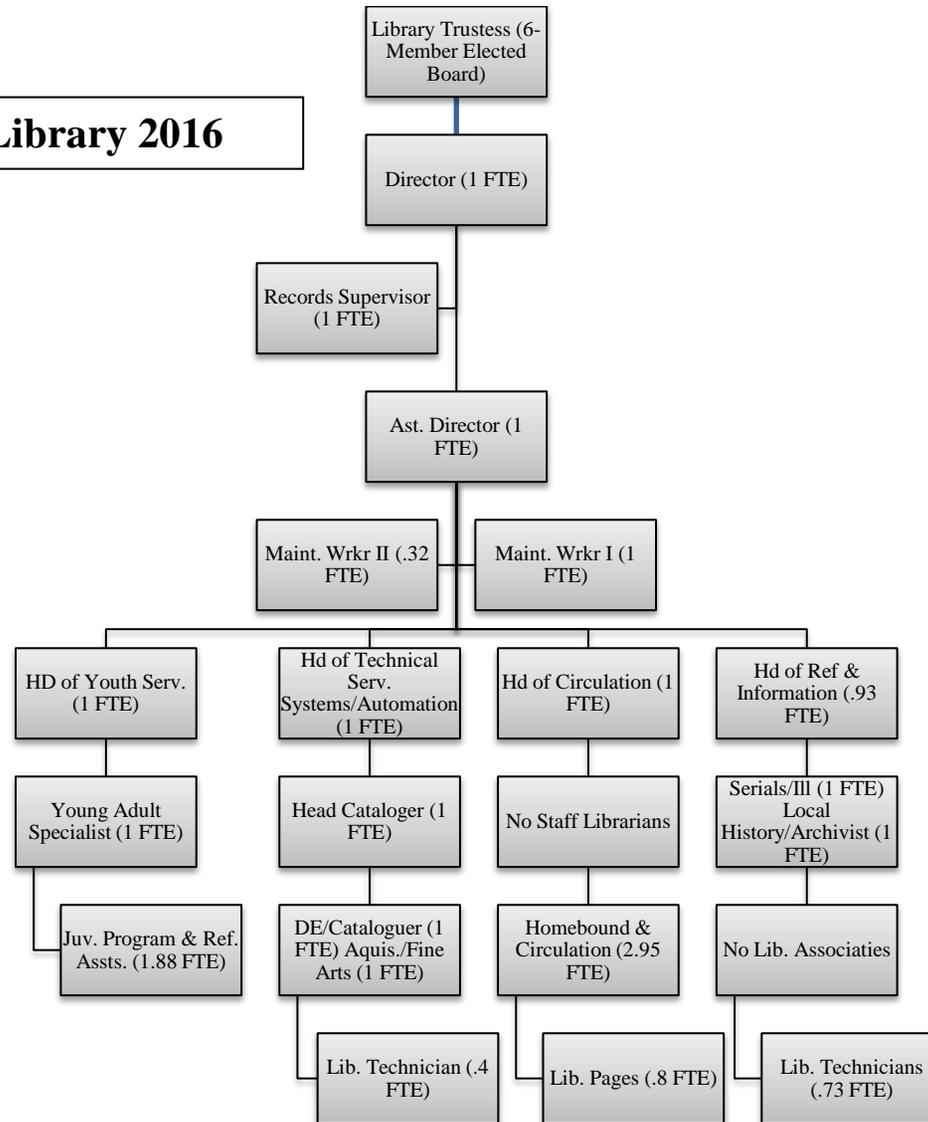
<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Library Director	1.0	EXEM	97,461.00	2,500.00	99,961.00
Asst. Library Director	1.0	EXEM	71,630.00	1,000.00	72,630.00
Office Manager	1.0	OPEIU	57,339.00	500.00	57,839.00
Maintenance Worker II	0.3	CWA	15,531.00	512.00	16,043.00
Maintenance Worker I	1.0	CWA	47,180.00	850.00	48,030.00
Maintenance Coverage			1,223.00		1,223.00
Snow Removal			2,779.00		2,779.00
Senior Librarian	4.0	EXEM	248,360.00	3,433.00	251,793.00
Staff Lib. & Lib. Assoc.	12.1	CWA	514,850.00	10,373.00	525,223.00
Librarian Technician	1.0	CWA	45,889.00		45,889.00
Substitute Coverage			41,531.00		41,531.00
Other Support Staff - Sundays			12,366.00		12,366.00
Building Supervisor Stipend		CWA	250.00		250.00
Pages	0.8		14,934.00		14,934.00
<b>Total Personal Services</b>	<b>22.2</b>		<b>1,171,323.00</b>	<b>19,168.00</b>	<b>1,190,491.00</b>

**Other Metrics:**

<b>Activity</b>	<b>Measure of Quantity/Quality</b>	<b>Activity</b>	<b>Measure of Quantity/Quality</b>
<b>Annual Hours of Service</b>	<b>2,738</b>	<b>Library Programs</b>	<b>392</b>
<b>Circulation</b>	<b>341,104</b>	<b>Program Attendance</b>	<b>14,987</b>
<b>Door Count Annually</b>	<b>248,716</b>	<b>Meeting Room Bookings</b>	<b>1,773</b>
<b>Information Questions</b>	<b>92,924</b>	<b>Inter-Library Loans</b>	<b>77,054</b>
<b>Summer Reading Registrants</b>	<b>2,464</b>	<b>Website Sessions</b>	<b>97,132</b>
<b>Holdings</b>	<b>145,111</b>	<b>Volunteers</b>	<b>25.25 HPW</b>

Please note that circulation for FY14 was our highest ever – 5.19% higher than FY13; with the beginning of FY15, over 38,000 items circulated in July 2014.

**J.V. Fletcher Library 2016**



**630 Recreation****Mission Statement:**

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

**Goals:**

- To update master plan for recreation programs
- To assess current facilities/areas and opportunities for improvements

**Description of Changes:**

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

Personal Services: Personal Services are apportioned within the three department divisions such that the bottom line for the Recreation 630 budget is \$0. Increases in wages and longevity are per union contract and adjustment for 2016 being a leap year.

Expenses: Expenses are apportioned within the three department divisions such that the bottom line for the 630 budget is \$0. There is a slight increase in electricity and decrease in the heating fuel based on the formula in the utility worksheet.

**Programs & Services:**

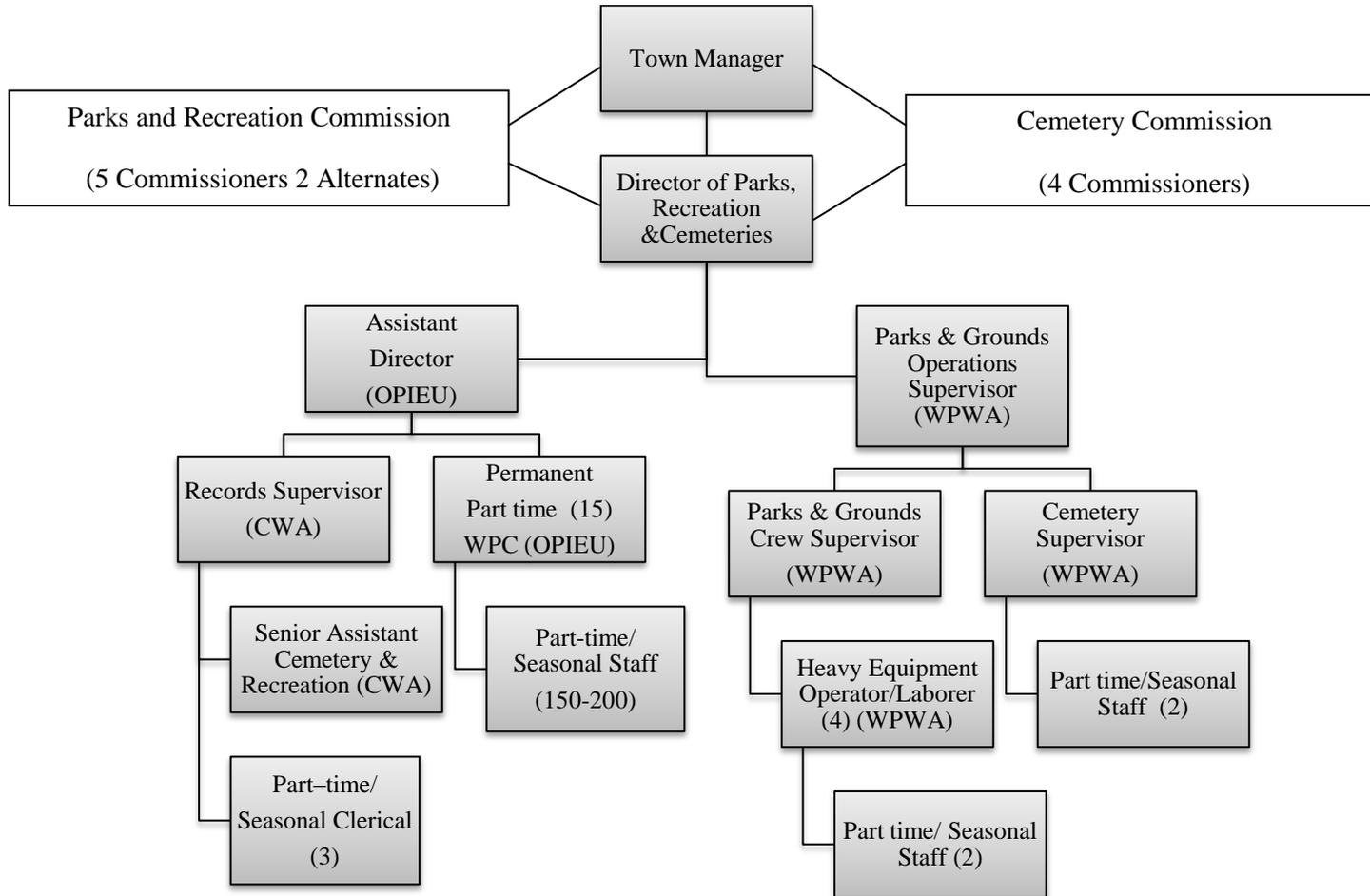
The department processes payroll, expenses, program registrations, permits, and collection of fees. Staff communicates on a daily basis with residents, staff, vendors, and other town departments. The department coordinates the functions of all three divisions and communicates on a regular basis with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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	90,486.09	92,642.00	96,023.00	96,023.00	96,023.00	96,023.00	3.65%
ASSISTANT DIRECTOR	79,757.91	81,353.00	82,980.00	82,980.00	82,980.00	82,980.00	2.00%
RECORDS SUPERVISOR	52,649.80	56,000.00	60,209.00	60,209.00	59,979.00	59,979.00	7.52%
LONGEVITY	3,096.67	2,700.00	2,950.00	2,950.00	3,200.00	3,200.00	9.26%
COMP RESERVE ADJ-OPEIU	6,338.37	-	-	-	-	-	
SHARED COSTS - SEE DEPT. 650	(73,954.00)	(76,224.00)	(80,964.00)	(80,964.00)	(80,906.00)	(80,906.00)	6.22%
SHARED COSTS - SEE DEPT. 491	(13,277.00)	(13,845.00)	(14,404.00)	(14,404.00)	(14,404.00)	(14,404.00)	4.04%
SHARED COSTS - SEE ENTERPRISE FD 630	(133,836.00)	(135,030.00)	(146,794.00)	(146,794.00)	(146,872.00)	(146,872.00)	8.71%
<b>CATEGORY TOTAL</b>	<b>11,261.84</b>	<b>7,596.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>
<b>EXPENSES</b>							
ELECTRICITY	2,490.07	2,560.00	2,620.00	2,620.00	2,650.00	2,650.00	2.34%
HEATING FUEL	3,988.40	5,240.00	5,000.00	5,000.00	5,250.00	5,250.00	-4.58%
WATER	404.47	400.00	400.00	400.00	400.00	400.00	0.00%
OFFICE SUPPLIES	173.10	200.00	200.00	200.00	200.00	200.00	0.00%
TRAVEL - MILEAGE	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00	0.00%
MEETINGS & CONFERENCES	150.00	250.00	250.00	250.00	250.00	250.00	0.00%
DUES AND MEMBERSHIPS	184.00	320.00	295.00	295.00	295.00	295.00	-7.81%
SHARED COSTS - SEE ENTERPRISE FD 630	(11,600.00)	(12,570.00)	(12,365.00)	(12,365.00)	(12,645.00)	(12,645.00)	-1.63%
ENCUMBRANCES	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>(609.96)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>DEPARTMENT TOTAL</b>	<b>10,651.88</b>	<b>7,596.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>

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

Position	FTE	Unit	Salary	Longevity	491 Cemetery	650 Parks & Grounds	630 Recreation Enterprise
Director	1.0	EXEM	96,023.00	750.00	15%	60%	25%
Asst. Director	1.0	OPEIU	82,980.00	1,100.00		10%	90%
Office Manager	1.0	OPEIU	60,209.00	1,100.00		25%	75%
<b>Total Personal Services</b>	<b>3.0</b>		<b>239,212.00</b>	<b>2,950.00</b>			

### Parks & Grounds, Recreation & Cemetery 2016



## 650 Parks & Grounds

### **Mission Statement:**

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

### **Goals:**

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

### **Description of Changes:**

The Parks & Grounds Department is a division within the Parks, Recreation, and Cemetery Department. Parks and Grounds will be taking on the care of additional properties with additional personnel. The Parks employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets (30.4 weeks – Parks; 22 weeks – Highway). Repairs to vehicles used for both parks and highway related events are also shared. The Parks and Grounds Budget is partially funded with an allocation from the Field Maintenance Revolving Account (\$15,000 in FY15).

- Personal Services: The increase is due to two new positions, union step, and per union contract.
- Expenses: The various line items have been adjusted to better reflect the cost of those line items. The increase of \$1,046 is due to additional cost of water for the Town & Forge Village Common, gasoline, vehicle maintenance.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	53,108.00	56,209.00	57,614.00	57,614.00	57,614.00	57,614.00	2.50%
ASSISTANT DIRECTOR	7,819.00	7,819.00	8,298.00	8,298.00	8,298.00	8,298.00	6.13%
OFFICE MANAGER	13,027.00	13,027.00	15,052.00	15,052.00	14,994.00	14,994.00	15.54%
CREW SUPERVISOR	32,893.85	33,547.00	34,450.00	34,450.00	34,223.00	34,223.00	2.69%
PARKS OPERATIONS SUPERVISOR	35,756.80	36,470.00	37,441.00	37,441.00	37,195.00	37,195.00	2.66%
HEAVY EQUIPMENT OPERATOR	119,198.20	123,217.00	179,774.00	179,774.00	180,476.00	182,336.00	45.90%
OVERTIME	1,153.05	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
LONGEVITY	3,125.00	3,500.00	3,500.00	3,500.00	3,500.00	3,750.00	0.00%
<b>CATEGORY TOTAL</b>	<b>266,080.90</b>	<b>274,789.00</b>	<b>337,129.00</b>	<b>337,129.00</b>	<b>337,300.00</b>	<b>339,410.00</b>	<b>22.69%</b>
<b>EXPENSES</b>							
ELECTRICITY	1,500.90	1,364.00	1,310.00	1,310.00	1,400.00	1,400.00	-3.96%
HEATING FUEL	2,852.19	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
WATER	200.00	300.00	200.00	200.00	350.00	350.00	-33.33%
GROUNDS MAINTENANCE	22,915.30	25,000.00	18,000.00	18,000.00	18,000.00	18,000.00	-28.00%
EQUIPMENT MAINTENANCE	1,405.83	2,000.00	4,100.00	4,100.00	4,500.00	4,500.00	105.00%
VEHICLE MAINTENANCE	598.69	3,000.00	7,200.00	7,200.00	7,500.00	7,500.00	140.00%
GASOLINE	6,764.40	5,200.00	5,400.00	5,400.00	5,400.00	5,400.00	3.85%
OFFICE SUPPLIES	100.00	100.00	100.00	100.00	100.00	100.00	0.00%
TOWN COMMON EXPENSE	2,738.77	3,100.00	4,800.00	4,800.00	4,800.00	4,800.00	54.84%
MONUMENT MAINT SERVICES	923.92	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEETING & CONFERENCES	-	-	200.00	200.00	200.00	200.00	0.00%
DUES AND MEMBERSHIPS	300.00	325.00	125.00	125.00	125.00	125.00	-61.54%
<b>CATEGORY TOTAL</b>	<b>42,100.00</b>	<b>45,689.00</b>	<b>46,735.00</b>	<b>46,735.00</b>	<b>47,675.00</b>	<b>47,675.00</b>	<b>2.29%</b>
Note-15,000 to be appropriated from Field Maintenance 53 E 1/2 Revolving							
<b>DEPARTMENT TOTAL</b>	<b>308,180.90</b>	<b>320,478.00</b>	<b>383,864.00</b>	<b>383,864.00</b>	<b>384,975.00</b>	<b>387,085.00</b>	<b>19.78%</b>

**Programs & Services:**

The Parks & Grounds Department is a division within the Parks, Recreation, and Cemetery Department. The Parks employees are shared with the Highway Department (20 weeks, November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets. Repairs to vehicles used for both parks and highway related events are also shared. The Parks and Grounds Budget is partially funded with an allocation from the Field Maintenance Revolving Account (\$15,000 in FY15).

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Director	0.6	EXEM	57,614.00		57,614.00
Asst. Director	0.1	OPEIU	8,298.00		8,298.00
Office Manager	0.2	OPEIU	15,052.00		15,052.00
Crew Supervisor	0.6	WPWA	34,450.00	1,000.00	35,450.00
Parkers/Operations Supervisor	0.6	WPWA	37,441.00	1,000.00	38,441.00
Heavy Equipment Operator	3.5	WPWA	179,774.00	1,500.00	181,274.00
Overtime			1,000.00		1,000.00
<b>Total Personal Services</b>	<b>5.6</b>		<b>333,629.00</b>	<b>3,500.00</b>	<b>337,129.00</b>

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

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

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

**660 Land Management**

**Mission Statement:** The Land Management budget supports components of the Conservation Commission's mission, including managing land for the protection of the natural resources and watersheds of the town. The Commission has over 2,100 acres of town owned land in its care and custody, and is also responsible for overseeing compliance with 67 permanent Conservation Restrictions on over 1,700 acres of land.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	2,983.59	2,500.00	4,000.00	4,000.00	3,500.00	3,500.00	60.00%
NATURAL GAS	1,370.55	1,000.00	1,500.00	1,500.00	1,200.00	1,200.00	50.00%
WATER	1,659.31	1,200.00	3,000.00	3,000.00	3,000.00	3,000.00	150.00%
MAINTENANCE	5,368.62	6,000.00	8,000.00	8,000.00	8,000.00	6,000.00	33.33%
GROUNDS MAINTENANCE	8,940.61	6,500.00	6,500.00	6,500.00	6,000.00	6,000.00	0.00%
CARETAKER SERVICES	22,180.00	24,000.00	24,000.00	10,000.00	10,000.00	10,000.00	-58.33%
OTHER DEPARTMENTAL EXPENSES		-	-	-	-	-	
ENCUMBRANCES	-						
<b>CATEGORY TOTAL</b>	<b>42,502.68</b>	<b>41,200.00</b>	<b>47,000.00</b>	<b>33,000.00</b>	<b>31,700.00</b>	<b>29,700.00</b>	<b>-19.90%</b>
<b>DEPARTMENT TOTAL</b>	<b>42,502.68</b>	<b>41,200.00</b>	<b>47,000.00</b>	<b>33,000.00</b>	<b>31,700.00</b>	<b>29,700.00</b>	<b>-19.90%</b>

**Description of Changes:**

Electric, gas and water utilities are based on 2014 actual expenditures and anticipating the construction of the new Bathhouse, which will have electric water heaters and increase water use. The reduction in services for Caretaker Services anticipates a shift of grounds maintenance to the Parks and Grounds Department and a shift in building maintenance to town wide facilities management services. Funds remain in the maintenance and Grounds maintenance to cover cost of repairs to properties within care and custody of the Conservation Commission, and are based on 5 year averages.

In addition to maintenance of grounds and buildings, the EBC still requires a 24 hour point of contact for the Town because the public rents the facilities for weddings and other activities. Therefore the remaining budget under Caretaker Services provides for an "Attendant" for the camp who will monitor the EBC area from April to October and be available on nights and weekends to address problems that arise. The Conservation Commission will issue an RFP for EBC "Attendant" services in January 2015 to begin in the middle of the summer season in FY 2016.

**Programs & Services:**

Funding for repairs and maintenance and attendant services for the East Boston Camps, Hill Orchard and other Conservation Commission controlled properties are an important component of the town's management of its properties. The DLUM and Conservation / Resources Planner will continue to work with Town Manager and other Town staff during the transition of some of the duties to the Park and Grounds Department and the Conservation Commission will formalize that arrangement with a Memorandum of Agreement for EBC maintenance.

**670 Historical Commission****Commission Charter:**

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archeological 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 archeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
ELECTRICITY	2,526.91	2,300.00	2,700.00	2,700.00	2,700.00	2,700.00	17.39%
HEATING FUEL	4,758.05	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
WATER	175.98	500.00	500.00	500.00	500.00	500.00	0.00%
SEWER / SEPTIC	-	250.00	250.00	250.00	250.00	250.00	0.00%
BUILDING MAINTENANCE	288.79	350.00	4,150.00	4,150.00	3,000.00	3,000.00	1085.71%
GROUNDS MAINTENANCE	-	300.00	300.00	300.00	300.00	300.00	0.00%
EQUIPMENT MAINTENANCE	404.99	400.00	400.00	400.00	400.00	400.00	0.00%
SIGNAGE	-	250.00	250.00	250.00	250.00	250.00	0.00%
SECURITY SYSTEM SERVICES	1,855.60	850.00	850.00	850.00	850.00	850.00	0.00%
CONTRACTED SERVICES	1,277.97	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
ENCUMBRANCES	245.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>11,533.29</b>	<b>19,700.00</b>	<b>23,900.00</b>	<b>23,900.00</b>	<b>22,750.00</b>	<b>22,750.00</b>	<b>21.32%</b>
<b>DEPARTMENT TOTAL</b>	<b>11,533.29</b>	<b>19,700.00</b>	<b>23,900.00</b>	<b>23,900.00</b>	<b>22,750.00</b>	<b>22,750.00</b>	<b>21.32%</b>

**Description of Changes:** The FY16 Historical Commission budget has an increase of \$4,200 to reflect the actual electricity costs and to provide a small increase to the building maintenance budget to fund repairs for the museum's front porch and kitchen.

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

## Debt Service

## 710 Debt Service

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
<b>LONG TERM DEBT EXEMPT</b>	<b>6,217,282.65</b>	<b>5,918,958.00</b>	<b>5,902,545.00</b>	<b>5,902,545.00</b>	<b>5,734,507.50</b>	<b>5,637,645.00</b>	<b>-0.28%</b>
FIRE STATION CONST 121598							
PRINCIPAL LONG TERM DEBT	105,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	2,362.50	-	-	-	-	-	
CLASSROOM CONV DAY ABBOT 121598							
PRINCIPAL LONG TERM DEBT	55,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	1,237.50	-	-	-	-	-	
HIGHWAY GARAGE A&E 040103							
PRINCIPAL LONG TERM DEBT	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
INTEREST LONG TERM DEBT	10,000.00	8,000.00	6,000.00	6,000.00	4,000.00	2,000.00	-25.00%
HIGHWAY GARAGE CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	525,000.00	525,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	233,131.25	212,788.00	-	-	-	-	-100.00%
HIGHWAY GARAGE CONSTRUCTION REFUNDING							
PRINCIPAL LONG TERM DEBT	-	-	622,800.00	622,800.00	607,100.00	586,200.00	
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
ELEMENTARY SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	1,045,000.00	1,095,000.00	1,140,000.00	1,140,000.00	1,195,000.00	1,250,000.00	4.11%
INTEREST LONG TERM DEBT	568,637.50	526,837.00	483,037.50	483,037.50	437,437.50	389,637.50	-8.31%
MIDDLE SCHOOL CONST 040103							
PRINCIPAL LONG TERM DEBT	1,000,000.00	1,040,000.00	1,090,000.00	1,090,000.00	1,140,000.00	1,190,000.00	4.81%
INTEREST LONG TERM DEBT	541,907.50	501,908.00	460,307.50	460,307.50	416,707.50	371,107.50	-8.29%

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
<b>LONG TERM DEBT EXEMPT</b>							
HIGHWAY GARAGE CONST 2 061506							
PRINCIPAL LONG TERM DEBT	80,000.00	80,000.00	80,000.00	80,000.00	-	-	0.00%
INTEREST LONG TERM DEBT	5,568.90	4,000.00	1,600.00	1,600.00	-	-	-60.00%
ACADEMY REFUNDING 1							
PRINCIPAL LONG TERM DEBT		1,235,000.00	1,395,000.00	1,395,000.00	1,375,000.00	1,350,000.00	12.96%
INTEREST LONG TERM DEBT	332,825.00	332,825.00	271,700.00	271,700.00	213,162.50	158,600.00	-18.37%
ACADEMY REFUNDING 2							
PRINCIPAL LONG TERM DEBT	1,315,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	34,262.50	-	-	-	-	-	
SENIOR CENTER CONSTRUCTION 11-09							
PRINCIPAL LONG TERM DEBT	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.00%
INTEREST LONG TERM DEBT	112,350.00	107,600.00	102,100.00	102,100.00	96,100.00	90,100.00	-5.11%

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
<b>LONG TERM DEBT NON-EXEMPT</b>	<b>849,830.69</b>	<b>969,321.00</b>	<b>969,876.64</b>	<b>969,876.64</b>	<b>954,458.16</b>	<b>942,278.89</b>	<b>0.06%</b>
LAND ACQ DREW PARCEL 121598							
PRINCIPAL LONG TERM DEBT	10,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	225.00	-	-	-	-	-	
TITLE V							
PRINCIPAL LONG TERM DEBT	4,087.00	4,087.00	4,014.00	4,014.00	4,014.00	4,014.00	-1.79%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
SCHOOL BLDG & FAC REPAIR(ABBOT WINDOWS)							
PRINCIPAL LONG TERM DEBT	100,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	3,875.00	-	-	-	-	-	
ABBOT SEPTIC TOWN CTR EXT-BOND 2							
PRINCIPAL LONG TERM DEBT	40,000.00	-	-	-	-	-	
INTEREST LONG TERM DEBT	1,550.00	-	-	-	-	-	
SEWER EXTENSION 061506							
PRINCIPAL LONG TERM DEBT	105,000.00	100,000.00	100,000.00	100,000.00	95,000.00	95,000.00	0.00%
INTEREST LONG TERM DEBT	12,629.44	10,600.00	7,600.00	7,600.00	5,600.00	3,700.00	-28.30%
GROTON ROAD WATER MAIN 061506							
PRINCIPAL LONG TERM DEBT	11,721.00	11,958.00	10,079.85	10,079.85	10,280.79	10,484.73	-15.71%
INTEREST LONG TERM DEBT	4,911.27	4,674.00	3,653.39	3,653.39	3,449.79	3,242.13	-21.84%
ADMINISTRATIVE FEE	368.35	351.00	274.00	274.00	258.73	243.16	-21.94%
MODULAR CLASSROOMS REFUNDING 1							
PRINCIPAL LONG TERM DEBT	195,000.00	190,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	10,015.00	4,940.00	-	-	-	-	-100.00%

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
<b>LONG TERM DEBT NON-EXEMPT</b>							
TOWN HALL CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	74,500.00	74,500.00	71,600.00	71,600.00	71,600.00	71,600.00	-3.89%
INTEREST LONG TERM DEBT	41,419.18	39,743.00	37,880.42	37,880.42	35,732.42	33,226.42	-4.69%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	32,831.58	33,494.00	34,169.10	34,169.10	34,858.60	35,561.63	2.02%
INTEREST LONG TERM DEBT	13,752.78	13,089.00	12,412.91	12,412.91	11,722.63	11,018.43	-5.17%
ADMINISTRATIVE FEE	1,031.46	982.00	930.97	930.97	879.20	826.39	-5.20%
ABBOT ELEVATOR							
PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
INTEREST LONG TERM DEBT	9,397.50	8,550.00	7,200.00	7,200.00	6,300.00	5,400.00	-15.79%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWEEPER)							
PRINCIPAL LONG TERM DEBT	62,500.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%
INTEREST LONG TERM DEBT	8,204.19	7,000.00	5,200.00	5,200.00	4,000.00	2,800.00	-25.71%
DEPARTMENTAL EQUIPMENT - AMBULANCE							
PRINCIPAL LONG TERM DEBT	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
INTEREST LONG TERM DEBT	4,922.50	4,050.00	2,700.00	2,700.00	1,800.00	900.00	-33.33%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER							
PRINCIPAL LONG TERM DEBT	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
INTEREST LONG TERM DEBT	1,889.44	1,700.00	1,400.00	1,400.00	1,200.00	1,000.00	-17.65%
FIRE TRUCK - 544,000							
PRINCIPAL LONG TERM DEBT	-	64,872.00	65,350.00	65,350.00	64,250.00	62,600.00	0.74%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	-
WA BLEACHERS - 550,000							
PRINCIPAL LONG TERM DEBT	-	46,933.00	65,450.00	65,450.00	64,350.00	62,700.00	39.45%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	-

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
<b>LONG TERM DEBT NON-EXEMPT</b>							
1ST ROBINSON BOILER & 2ND ABBOT BOILER							
PRINCIPAL LONG TERM DEBT	-	13,150.00	21,800.00	21,800.00	21,400.00	20,800.00	0.66
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
1ST ROBINSON BOILER - 90,000							
PRINCIPAL LONG TERM DEBT	-	13,150.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
DESIGN & ENGINEERING: HIGHWAY - 600,000							
PRINCIPAL LONG TERM DEBT	-	138,125.00	138,125.00	138,125.00	138,125.00	138,125.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792							
PRINCIPAL LONG TERM DEBT	-	23,373.00	23,700.00	23,700.00	23,300.00	22,700.00	1.40%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
MSBA DAY & ROBINSON WINDOWS							
PRINCIPAL LONG TERM DEBT	-	-	196,337.00	196,337.00	196,337.00	196,337.00	0.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	0.00%
	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>COMMUNITY PRESERVATION FUND</b>	<b>874,860.82</b>	<b>872,022.08</b>	<b>870,609.58</b>	<b>870,609.58</b>	<b>869,527.58</b>	<b>866,573.58</b>	<b>-0.16%</b>
EAST BOSTON CAMPS LAND PURCHASE							
PRINCIPAL LONG TERM DEBT	635,000.00	655,000.00	680,000.00	680,000.00	705,000.00	730,000.00	3.82%
INTEREST LONG TERM DEBT	153,480.00	131,890.00	108,965.00	108,965.00	84,485.00	58,400.00	-17.38%
TOWN HALL CONSTRUCTION							
PRINCIPAL LONG TERM DEBT	55,500.00	55,500.00	53,400.00	53,400.00	53,400.00	53,400.00	-3.78%
INTEREST LONG TERM DEBT	30,880.82	29,632.08	28,244.58	28,244.58	26,642.58	24,773.58	-4.68%

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
<b>LONG TERM DEBT WATER</b> (BUDGETED IN WATER DEPT)	<b>959,644.48</b>	<b>1,020,707.00</b>	<b>1,129,297.76</b>	<b>1,129,297.76</b>	<b>1,117,972.88</b>	<b>1,156,681.63</b>	<b>10.64%</b>
FILTRATION PLANTS WPAT LOAN 1 072601							
PRINCIPAL LONG TERM DEBT	86,217.40	90,431.00	92,979.04	92,979.04	95,462.19	97,414.80	2.82%
INTEREST LONG TERM DEBT	15,685.48	13,647.00	11,523.27	11,523.27	9,314.76	7,021.29	-15.56%
ADMIN EXPENSES	1,650.00	1,470.00	1,282.50	1,282.50	1,087.50	885.00	-12.76%
FILTRATION PLANTS WPAT LOAN 2 112602							
PRINCIPAL LONG TERM DEBT	410,622.35	419,424.00	434,679.31	434,679.31	443,566.42	459,516.31	3.64%
INTEREST LONG TERM DEBT	98,505.53	88,109.00	78,247.32	78,247.32	68,367.60	57,848.05	-11.19%
ADMIN EXPENSES	7,924.00	8,730.00	7,826.25	7,826.25	6,888.75	5,921.25	-10.35%
MWPAT FEES	0.31	-	-	-	-	-	0.00%
STEPINSKI LAND ACQUISITION 091608							
PRINCIPAL LONG TERM DEBT	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	0.00%
INTEREST LONG TERM DEBT	13,036.25	11,704.00	10,371.25	10,371.25	8,987.50	7,552.50	-11.39%
BYRNE A VE LINE REPL 091608							
PRINCIPAL LONG TERM DEBT	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%
INTEREST LONG TERM DEBT	10,932.50	9,828.00	8,722.50	8,722.50	7,575.00	6,385.00	-11.25%
COUNTRY ROAD II WELL & PUMP HOUSE							
PRINCIPAL LONG TERM DEBT	30,000.00	35,000.00	100,000.00	100,000.00	100,000.00	100,000.00	185.71%
INTEREST LONG TERM DEBT	11,522.50	10,710.00	9,800.00	9,800.00	6,800.00	4,000.00	-8.50%
PERCHLORATE REMEDIATION WPAT CONTRACT 1							
PRINCIPAL LONG TERM DEBT	3,135.87	3,199.00	3,263.62	3,263.62	3,329.48	3,396.63	2.02%
INTEREST LONG TERM DEBT	1,313.58	1,251.00	1,185.60	1,185.60	1,119.67	1,052.41	-5.23%
ADMIN EXPENSES	98.52	94.00	88.92	88.92	83.98	78.93	-5.40%

PERCHLORATE REMEDIATION WPAT CONTRACT 2							
PRINCIPAL LONG TERM DEBT	44,448.87	45,345.00	46,259.66	46,259.66	47,193.13	48,144.94	2.02%
INTEREST LONG TERM DEBT	18,619.13	17,722.00	16,805.14	16,805.14	15,870.61	14,917.23	-5.17%
ADMIN EXPENSES	1,396.43	1,329.00	1,260.38	1,260.38	1,190.29	1,118.79	-5.16%
GRANITEVILLE UPGRADE MAIN							
PRINCIPAL LONG TERM DEBT	60,000.00	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	8.33%
INTEREST LONG TERM DEBT	36,235.07	35,238.00	33,438.00	33,438.00	32,138.00	30,837.50	-5.11%
RTE 110 UPGRADE MAIN							
PRINCIPAL LONG TERM DEBT	20,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
INTEREST LONG TERM DEBT	13,300.69	12,975.00	12,225.00	12,225.00	11,725.00	11,225.00	-5.78%
<b>DEBT BORROWED NOT BUDGETED</b>	<b>-</b>	<b>54,501.00</b>	<b>94,340.00</b>	<b>94,340.00</b>	<b>92,273.00</b>	<b>134,366.00</b>	<b>73.10%</b>
MA-DOT ROUTE 110							
TEMP INTEREST							
PRINCIPAL LONG TERM DEBT	-	20,000.00	-	-	-	-	-100.00%
INTEREST LONG TERM DEBT	-	13,301.00	-	-	-	-	-100.00%
GRANITEVILLE/MAIN ST. MAIN							
PRINCIPAL LONG TERM DEBT	-	8,000.00	35,600.00	35,600.00	34,820.00	34,040.00	345.00%
INTEREST LONG TERM DEBT							
PLEASANT ST. MAIN							
PRINCIPAL LONG TERM DEBT	-	13,200.00	58,740.00	58,740.00	57,453.00	56,166.00	345.00%
INTEREST LONG TERM DEBT	-	-	-	-	-	-	
PROSPECT HILL/SLUDGE STORAGE TEMP INT.							
PRINCIPAL LONG TERM DEBT	-	-	-	-	-	44,160.00	
INTEREST LONG TERM DEBT	-	-	-	-	-	-	0.00%

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
<b>SHORT TERM DEBT</b>	<b>38,517.07</b>	<b>25,000.00</b>	<b>20,000.00</b>	<b>20,000.00</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>-20.00%</b>
INTEREST SHORT TERM DEBT	-	5,000.00	20,000.00	20,000.00	5,000.00	5,000.00	300.00%
MISCELLANOUS INTEREST	38,517.07	20,000.00	-	-	-	-	
BOND ISSUANCE COSTS		-	-	-	-	-	
<b>SUMMARY</b>							
TOTAL EXEMPTED DEBT(G/F)	6,217,282.65	5,918,958.00	5,902,545.00	5,902,545.00	5,734,507.50	5,637,645.00	-0.28%
TOTAL NON EXEMPTED DEBT(G/F)	849,830.69	969,321.00	969,876.64	969,876.64	954,458.16	942,278.89	0.06%
TOTAL COMMUNITY PRES FUND	874,860.82	872,022.08	870,609.58	870,609.58	869,527.58	866,573.58	-0.16%
TOTAL WATER DEBT(Water Enterprise)	959,644.48	1,020,707.00	1,129,297.76	1,129,297.76	1,117,972.88	1,156,681.63	10.64%
TOTAL SHORT TERM DEBT	38,517.07	25,000.00	20,000.00	20,000.00	5,000.00	5,000.00	-20.00%
TOTAL APPROPRIATION	8,940,135.71	8,806,008.08	8,892,328.98	8,892,328.98	8,681,466.12	8,608,179.10	0.98%
LESS WATER(BUDGETED IN WATER EN.	(959,644.48)	(1,020,707.00)	(1,129,297.76)	(1,129,297.76)	(1,117,972.88)	(1,156,681.63)	10.64%
LESS COMMUNITY PRES FUND	(874,860.82)	(872,022.08)	(870,609.58)	(870,609.58)	(869,527.58)	(866,573.58)	-0.16%
APPROPRIATION G/F	7,105,630.41	6,913,279.00	6,892,421.64	6,892,421.64	6,693,965.66	6,584,923.89	-0.30%

**Unclassified****940 Otherwise Unclassified**

	<b>FISCAL 2014</b>	<b>FISCAL 2015</b>	<b>FISCAL 2016</b>	<b>FISCAL 2016</b>	<b>FISCAL 2017</b>	<b>FISCAL 2018</b>	<b>FISCAL 2016</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>REQUEST</b>	<b>TMR</b>	<b>PROJECTED</b>	<b>PROJECTED</b>	<b>% INC/DEC</b>
<b>EXPENSES</b>							
WATER DIRECT / INDIRECT COSTS	(349,424.00)	(386,268.00)	(377,430.00)	(377,430.00)	(467,384.00)	(514,122.00)	-2.29%
RECREATION DIRECT / INDIRECT COSTS	(236,218.00)	(246,654.00)	(280,561.00)	(280,561.00)	(280,561.00)	(280,561.00)	13.75%
AMBULANCE DIRECT / INDIRECT COSTS	(239,785.00)	(303,902.00)	(261,781.00)	(261,781.00)	(261,781.00)	(261,781.00)	-13.86%
<b>CATEGORY TOTAL</b>	<b>(825,427.00)</b>	<b>(936,824.00)</b>	<b>(919,772.00)</b>	<b>(919,772.00)</b>	<b>(1,009,726.00)</b>	<b>(1,056,464.00)</b>	<b>-1.82%</b>

**Description of Changes:**

The direct and indirect charges have been calculated for the FY16 budget.

**Programs & Services:**

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

## 945 Unclassified

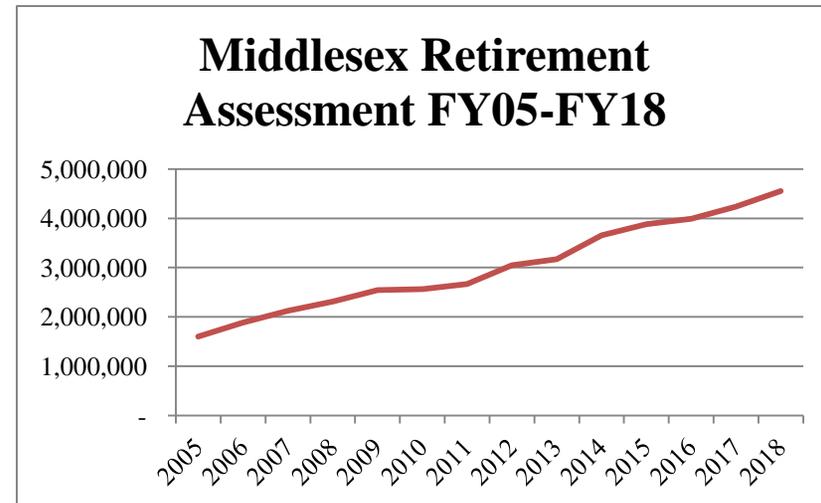
	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
RETIREMENT ASSESSMENT	3,587,501.00	3,882,958.00	3,993,806.00	3,993,806.00	4,238,879.00	4,552,556.00	2.85%
HEALTH INSURANCE	8,141,183.01	9,467,933.00	9,763,343.00	9,293,000.00	10,175,588.00	11,297,639.00	-1.85%
LIFE INSURANCE	-	-	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
MEDICARE PART B PENALTY	13,726.60	17,007.00	14,000.00	14,000.00	14,000.00	14,000.00	-17.68%
RETIREE HEALTH ALLOCATION	2,445.85	5,000.00	6,000.00	6,000.00	7,000.00	8,000.00	20.00%
HEALTH INSURANCE MITIGATION FOR I	29,500.00	-	-	-	-	-	
MEDICARE TAX	780,212.96	790,400.00	822,016.00	822,016.00	854,897.00	889,093.00	4.00%
WORKERS COMPENSATION	284,205.65	312,400.00	312,400.00	312,400.00	343,640.00	343,640.00	0.00%
WORKERS COMPENSATION RUNOU	20,228.25	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%
UNEMPLOYMENT COMPENSATION	66,062.35	140,000.00	140,000.00	140,000.00	140,000.00	140,000.00	0.00%
SICK LEAVE/VAC BUY BACK-PR	39,043.40	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%
HEALTH RELATED EXPENSES	-	-	-	-	-	-	0.00%
COMPREHENSIVE LIABILITY	94,243.13	156,127.00	107,956.00	107,956.00	112,904.00	118,100.00	-30.85%
EXCESS UMBRELLA LIABILITY	7,866.00	8,027.00	8,260.00	8,260.00	8,673.00	9,107.00	2.90%
AUTO LIABILITY	63,247.00	70,585.00	66,410.00	66,410.00	69,731.00	73,218.00	-5.91%
PUBLIC OFFICIALS LIABILITY	22,704.00	26,140.00	23,840.00	23,840.00	25,032.00	26,284.00	-8.80%
EDUCATION LIABILITY	13,981.00	15,586.00	14,681.00	14,681.00	15,416.00	16,187.00	-5.81%
POLICE/FIRE LIABILITY	40,628.61	50,462.00	42,661.00	42,661.00	44,795.00	47,035.00	-15.46%
GENERAL LIABILITY INSURANCE	43,240.00	35,987.00	45,402.00	45,402.00	44,673.00	50,057.00	26.16%
DEDUCTIBLES	-	-	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
OPEB TRUST EXPENSE	100,000.00	500,000.00	712,425.00	712,425.00	1,001,648.00	1,333,921.00	42.49%
ENCUMBRANCES	104,868.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>13,454,886.81</b>	<b>15,568,612.00</b>	<b>16,180,200.00</b>	<b>15,709,857.00</b>	<b>17,203,876.00</b>	<b>19,025,837.00</b>	<b>0.91%</b>
<b>DEPARTMENT TOTAL</b>	<b>13,454,886.81</b>	<b>15,568,612.00</b>	<b>16,180,200.00</b>	<b>15,709,857.00</b>	<b>17,203,876.00</b>	<b>19,025,837.00</b>	<b>0.91%</b>

### Description of Changes:

- The budgeted **Middlesex Retirement Assessment** for FY16 is \$3,993,806. This figure was received in January of 2015 and represents a 2.85% increase over the previous fiscal year. Originally we had projected a 7.4% increase, so this is a considerable savings. The assessments for Fiscal Years 2017 (\$4,238,879) and 2018 (\$4,552,556) also came in under budget. The graph to the right shows the increase of the assessment since FY05. At this time, the Middlesex Retirement System's debt to equity ratio is less than 50%. Westford is scheduled to fully fund its pension obligation by 2035, at which time there will be a dramatic decrease in the annual assessment and the town will only be responsible for paying the normal costs. Normal costs are defined as "the actuarially determined present value contribution needed to fund benefits which are earned for employee service rendered during the current year." For instance, had the retirement fund been fully funded for FY15, the assessment would be \$1,312,540 as opposed to \$3,882,958. For more information regarding the Middlesex Retirement Pension System, please see the information presented at the June 2013 Strategic Planning Event at:

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/Retreatdocs/2013spr/FinancePacket/04%20UNDERSTANDING%20RETIREMENT%20COSTS.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePacket/04%20UNDERSTANDING%20RETIREMENT%20COSTS.pdf)

- On November 1, 2013, the town changed **Health Insurance** carriers to Blue Cross Blue Shield after spending the previous two years with Tufts. The first open enrollment with Blue Cross Blue Shield ended on November 1, 2014. The active health insurance plans received a 5.1% increase and the Medicare supplemented received a 4.1% increase. With regard to the Medicare supplemented plan, the town is still realizing substantial savings due to the 36.55% decrease received last year. At the March 22, 2014, the town also established a new health insurance stabilization fund. With this fund in place, we have lowered our estimated health insurance increase from 12% to 8% each year. The fund is approximately 5% of the health insurance budget, or \$500,000, and be 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 59% 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 \$500,000 would carry forward to the next fiscal year.



- The **OPEB Trust** (Other Post Employment Benefits besides pensions, such as health and life insurance) contribution is being increased from \$500,000 to \$712,425. In 2004, the General Accounting Standards Board (GASB) issued Statement 45 that required governmental entities to recognize the cost of OPEB's when they are earned (when the employees are working) rather than when they are paid. At the March 2011 Annual Town Meeting, a motion was passed to establish an irrevocable trust fund. Westford's last actuarial study performed in 2013 showed that Westford had a \$72 million liability. After the aforementioned decrease in Medicare from Blue Cross Blue Shield, it is estimated that the OPEB liability decreased to about \$50 million.

To date, the town has funded \$1,400,000 towards the OPEB liability, with the Water Enterprise appropriating \$700,000 of that amount to fully fund their obligation. At the March 2014 Annual Town Meeting, we are proposing to fund an additional \$712,425 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. This funding technique will provide a benchmark to the town to the amount of that should be contributed to the OPEB stabilization each year while trying to minimize the financial impact to existing services. In FY16 and FY17, we have earmarked \$1,001,648 and \$1,333,921 respectively to allocate towards the OPEB Trust. In the meantime, it is one of the goals of the town's financial staff to develop a formal written policy regarding the funding of OPEBs.

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

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/Retreatdocs/2013spr/FinancePacket/10%20OPEB%20Visuals%2006202013.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/Retreatdocs/2013spr/FinancePacket/10%20OPEB%20Visuals%2006202013.pdf)

- In April of 2014, the Massachusetts Division of Insurance approved a new rate structure for Workers' Compensation that is expected to contribute to a projected 10% increase in our premium for FY16.
- The town was rewarded \$37,860 in MIIA Reward Credits that were used to reduce our general insurance premiums in FY15 for submitting records of professional development activities, new policies/initiatives, and other ways we implemented risk management best practices during fiscal year 2014.

## School &amp; Town 945 Expenditures

Account	FY16 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	3,993,806.00	65.83%	2,628,948	34.17%	1,364,858	FY14 Actual Middlesex Retirement Employee Deduction
HEALTH INSURANCE (BASED ON FY12 ACTUALS)						
ACTIVE	7,578,468.00	28.70%	2,174,746	71.30%	5,403,722	FY14 Nov-June Expenditures with BCBS
RETIREE	1,714,532.00	25.74%	441,262	74.26%	1,273,270	FY14 Nov-June Expenditures with BCBS
LIFE INSURANCE	7,000.00	36.45%	2,551	63.55%	4,449	FY14 Actual Life Insurance Deductions
MEDICARE PART B PENALTY	14,000.00	17.76%	2,486	82.24%	11,514	Based on FY13 actual charges
RETIREE HEALTH ALLOWANCE	6,000.00	100.00%	6,000			New legislation allows towns to charge Westford for retiree health insurance. Prorated on years of service. Westford also bills other towns.
MEDICARE TAX	822,016.00	27.97%	229,880	72.03%	592,136	FY14 Actual Employer Medicare Tax
WORKERS COMPENSATION	312,400.00	26.28%	82,083	73.72%	230,317	MIIA Property & Casualty Group
WORKERS COMPENSATION RUNOUT	40,000.00	50.00%	20,000	50.00%	20,000	FY14-15 Schedule 1 & 19
UNEMPLOYMENT COMPENSATION	140,000.00	28.84%	40,379	71.16%	99,621	FY14 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000.00	100.00%	50,000			Town only
COMPREHENSIVE LIABILITY	107,956.00	39.35%	42,484	60.65%	65,472	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	8,260.00	43.61%	3,602	56.39%	4,658	MIIA Property & Casualty Group
AUTO LIABILITY	66,410.00	80.57%	53,509	19.43%	12,901	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	23,840.00	100.00%	23,840	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	14,681.00	0.00%	-	100.00%	14,681	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	42,661.00	100.00%	42,661	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	45,402.00	76.86%	34,897	23.14%	10,505	MIIA Property & Casualty Group
DEDUCTIBLES	10,000.00	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	712,425.00	32.81%	233,748	67.19%	478,677	7-1-12 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
<b>TOTAL</b>	<b>15,709,857.00</b>	<b>38.96%</b>	<b>6,120,576</b>	<b>61.04%</b>	<b>9,589,281</b>	

## Community Preservation

### 240 Community Preservation Fund

#### Mission Statement:

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
SUPPORT STAFF	3,122.81	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>3,122.81</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>0.00%</b>
<b>EXPENSES</b>							
ADMIN EXPENSES	4,415.97	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>4,415.97</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>0.00%</b>
<b>DEBT SERVICE</b>							
EAST BOSTON CAMPS - PRINCIPAL	635,000.00	655,000.00	680,000.00	680,000.00	705,000.00	730,000.00	3.82%
EAST BOSTON CAMPS - INTEREST	153,480.00	131,890.00	108,965.00	108,965.00	84,485.00	58,400.00	-17.38%
TOWN HALL - PRINCIPAL	55,500.00	55,500.00	53,400.00	53,400.00	53,400.00	53,400.00	-3.78%
TOWN HALL - INTEREST	30,880.82	29,633.00	28,245.00	28,245.00	26,643.00	24,774.00	-4.68%
INTEREST ON SHORT TERM DEBT	-	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>874,860.82</b>	<b>872,023.00</b>	<b>870,610.00</b>	<b>870,610.00</b>	<b>869,528.00</b>	<b>866,574.00</b>	<b>-0.16%</b>
<b>DEPARTMENT TOTAL</b>	<b>882,399.60</b>	<b>887,023.00</b>	<b>885,610.00</b>	<b>885,610.00</b>	<b>884,528.00</b>	<b>881,574.00</b>	<b>-0.16%</b>

**Description of Changes:**

The Support Staff and Admin Expenses line items are level funded for FY16. There are currently CPC projects that have been bonded and the CPC makes annual payment. The first debt payment is for the purchase of East Boston Camps which was approved at the February 2005 Special Town Meeting. The second debt payment is for a portion of the Town Hall rehabilitation project that was approved at the May 2009 Annual Town Meeting.

**Other Metrics:**

<b>Revenue History</b>					
<b>Fiscal Year</b>	<b>Penalties / Interest</b>	<b>Other Taxes - CPA Surcharge</b>	<b>CPA - State Share</b>	<b>Earnings on Investments</b>	<b>Total</b>
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
<b>Total</b>	<b>27,121.88</b>	<b>14,627,910.27</b>	<b>9,515,954.00</b>	<b>1,592,402.90</b>	<b>25,763,389.05</b>

## Enterprise

### 600 Water Enterprise

#### Mission Statement:

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

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
SUPERINTENDENT	89,127.64	95,085.00	97,462.00	97,462.00	97,462.00	97,462.00	2.50%
BUSINESS MANAGER	77,835.04	80,032.00	82,033.00	82,033.00	82,033.00	82,033.00	2.50%
RECORDS SUPERVISOR	60,212.02	63,287.00	64,808.00	64,808.00	64,561.00	64,561.00	2.40%
ADMIN SECRETARY	51,035.69	52,117.00	53,364.00	53,364.00	53,160.00	53,160.00	2.39%
DEPARTMENT ASSISTANT	15,121.47	35,488.00	29,978.00	29,978.00	30,803.00	31,696.00	-15.53%
TREATMENT MANAGER	72,775.14	74,231.00	76,087.00	76,087.00	76,087.00	76,087.00	2.50%
COMPLIANCE MANAGER	65,599.74	68,919.00	70,642.00	70,642.00	70,642.00	70,642.00	2.50%
LABORER	422,367.43	459,089.00	507,588.00	507,588.00	507,614.00	508,720.00	10.56%
METER READER	9,742.00	20,400.00	-	-	-	-	-100.00%
SEASONAL STAFF	10,606.98	10,810.00	11,472.00	11,472.00	11,472.00	11,472.00	6.12%
SCHEDULED OVERTIME	76,996.75	78,252.00	79,824.00	79,824.00	79,824.00	79,824.00	2.01%
OVERTIME - NON SCHED	33,478.38	75,170.00	50,000.00	50,000.00	50,000.00	50,000.00	-33.48%
STIPENDS / LICENSES	12,573.47	11,200.00	11,200.00	11,200.00	11,200.00	11,200.00	0.00%
LONGEVITY	12,550.00	14,800.00	14,800.00	14,800.00	15,300.00	15,800.00	0.00%
SICK LEAVE / VACATION BUYBACK	6,404.30	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,016,426.05</b>	<b>1,138,880.00</b>	<b>1,149,258.00</b>	<b>1,149,258.00</b>	<b>1,150,158.00</b>	<b>1,152,657.00</b>	<b>0.91%</b>

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
SPECIAL DETAILS	4,970.42	4,500.00	5,000.00	5,000.00	5,000.00	5,000.00	11.11%
UNIFORM ALLOWANCES	7,728.69	8,000.00	8,700.00	8,700.00	8,700.00	8,700.00	8.75%
ELECTRICITY	267,866.52	260,000.00	270,000.00	270,000.00	270,000.00	270,000.00	3.85%
HEATING FUEL	31,710.58	45,000.00	40,000.00	40,000.00	40,000.00	40,000.00	-11.11%
BUILDING MAINTENANCE	43,814.86	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%
VEHICLE MAINTENANCE	13,805.70	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
OFFICE EQUIPMENT MAINTENANCE	6,196.78	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%
IT MAINTENANCE SUPPORT	13,759.31	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
WATER INFRASTRUCTURE MAINT.	101,857.51	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	0.00%
WELL REPAIRS / IMPROVEMENTS	48,509.40	50,000.00	60,000.00	60,000.00	60,000.00	60,000.00	20.00%
LEAK SURVEY SERVICES	3,894.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%
LABORATORY SERVICES	22,734.95	40,000.00	35,000.00	35,000.00	35,000.00	35,000.00	-12.50%
LEGAL SERVICES	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
DRUG AND ALCOHOL TESTING	415.00	450.00	450.00	450.00	450.00	450.00	0.00%
TRAINING & DEVELOPMENT	12,307.24	5,000.00	15,000.00	15,000.00	15,000.00	15,000.00	200.00%
ENGINEERING SERVICES	695.00	30,000.00	30,000.00	30,000.00	30,000.00	15,000.00	0.00%
CONTRACTED SERVICES	7,260.96	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%
POSTAGE	9,750.08	11,500.00	11,500.00	11,500.00	11,500.00	11,500.00	0.00%
TELEPHONE	11,087.59	11,000.00	12,000.00	12,000.00	12,000.00	12,000.00	9.09%
ADVERTISING - LEGAL	1,679.97	2,500.00	2,000.00	2,000.00	2,000.00	2,000.00	-20.00%
TELEMETERING	368.91	1,500.00	750.00	750.00	750.00	750.00	-50.00%
PAGING SERVICES	196.07	500.00	250.00	250.00	250.00	250.00	-50.00%
CONSUMER AWARENESS	9,284.68	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%
GASOLINE	23,303.68	22,000.00	24,000.00	21,037.00	21,037.00	21,037.00	-4.38%
OFFICE SUPPLIES	6,542.99	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%
HARDWARE SUPPLIES	4,482.21	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%
RESURFACE MATERIAL	14,459.57	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
WELL TREATMENT / CHEMICALS	219,358.86	270,000.00	250,000.00	250,000.00	250,000.00	250,000.00	-7.41%
PIPE & PIPE SUPPLIES	54,220.93	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	0.00%
METER REPLACEMENT	122,280.63	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	0.00%
HYDRANT REPLACEMENTS	24,469.13	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
DEP ASSESSMENTS	4,244.71	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%
MEETINGS & CONFERENCES	837.37	400.00	1,000.00	1,000.00	1,000.00	1,000.00	150.00%
DUES AND MEMBERSHIPS	1,674.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%
OPEB TRUST EXPENSE		700,000.00	30,000.00	30,000.00	30,000.00	30,000.00	-95.71%

	<b>FISCAL 2014 ACTUAL</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 REQUEST</b>	<b>FISCAL 2016 TMR</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2016 % INC/DEC</b>
<b>EXPENSES</b>							
DIRECT/INDIRECT COSTS	349,424.00	386,268.00	377,430.00	377,430.00	467,384.00	514,122.00	-2.29%
BOND ISSUANCE COSTS		-	-	-	-	-	
ENCUMBRANCES	29,046.00	-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>1,474,238.30</b>	<b>2,364,618.00</b>	<b>1,689,080.00</b>	<b>1,686,117.00</b>	<b>1,776,071.00</b>	<b>1,807,809.00</b>	<b>-28.69%</b>
	<b>FISCAL 2014 ACTUAL</b>	<b>FISCAL 2015 BUDGET</b>	<b>FISCAL 2016 REQUEST</b>	<b>FISCAL 2016 TMR</b>	<b>FISCAL 2017 PROJECTED</b>	<b>FISCAL 2018 PROJECTED</b>	<b>FISCAL 2016 % INC/DEC</b>
<b>RESERVE FUND</b>							
EMERGENCY RESERVE FUND	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>0.00%</b>

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
PRINCIPAL & INTEREST							
MWPAT FILTRATION 1 - PRINCIPAL	86,217.40	90,431.00	92,979.00	92,979.00	95,462.00	97,415.00	2.82%
MWPAT FILTRATION 1 - INTEREST	15,685.48	13,647.00	11,523.00	11,523.00	9,315.00	7,021.00	-15.56%
MWPAT FILTRATION 1 - ADMIN FEE	1,650.00	1,470.00	1,283.00	1,283.00	1,088.00	885.00	-12.72%
MWPAT FEES	0.31	-	-	-	-	-	0.00%
MWPAT FILTRATION 2 - PRINCIPAL	410,622.35	419,424.00	434,679.00	434,679.00	443,566.00	459,516.00	3.64%
MWPAT FILTRATION 2 - INTEREST	98,505.53	88,109.00	78,247.00	78,247.00	68,368.00	57,848.00	-11.19%
MWPAT FILTRATION 2 - ADMIN FEE	7,924.00	8,730.00	7,826.00	7,826.00	6,889.00	5,921.00	-10.36%
UPGRADE BYRNE AVE MAIN - PRINCIPAL	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%
COUNTRY ROAD II WELL & PUMP HOUSE	30,000.00	35,000.00	100,000.00	100,000.00	100,000.00	100,000.00	185.71%
STEPINSKI LAND - PRINCIPAL	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	41,000.00	0.00%
UPGRADE BYRNE AVE MAIN - INTEREST	10,932.50	9,828.00	8,723.00	8,723.00	7,575.00	6,385.00	-11.24%
COUNTRY ROAD II WELL & PUMP HOUSE	11,522.50	10,710.00	9,800.00	9,800.00	6,800.00	4,000.00	-8.50%
STEPINSKI LAND - INTEREST	13,036.25	11,704.00	10,371.00	10,371.00	8,988.00	7,553.00	-11.39%
WPAT PERCHLORATE CONTRACT 1 - PRI	3,135.87	3,199.00	3,264.00	3,264.00	3,330.00	3,397.00	2.03%
WPAT PERCHLORATE CONTRACT 2 - PRI	44,448.87	45,345.00	46,260.00	46,260.00	47,193.00	48,145.00	2.02%
WPAT PERCHLORATE CONTRACT 1 - INT	1,313.58	1,251.00	1,186.00	1,186.00	1,120.00	1,052.00	-5.20%
WPAT PERCHLORATE CONTRACT 2 - INT	18,619.13	17,722.00	16,805.00	16,805.00	15,871.00	14,917.00	-5.17%
WPAT PERCHLORATE CONTRACT 1 - AD	98.52	94.00	89.00	89.00	84.00	79.00	-5.32%
WPAT PERCHLORATE CONTRACT 2 - AD	1,396.43	1,329.00	1,260.00	1,260.00	1,190.00	1,119.00	-5.19%
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	60,000.00	60,000.00	65,000.00	65,000.00	65,000.00	65,000.00	8.33%
GRANITEVILLE UPGRADE MAIN-INTEREST	36,235.07	35,238.00	33,438.00	33,438.00	32,138.00	30,838.00	-5.11%
RTE 110 UPGRADE MAIN-PRINCIPAL	20,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
RTE 110 UPGRADE MAIN-INTEREST	13,300.69	12,975.00	12,225.00	12,225.00	11,725.00	11,225.00	-5.78%
DEBT BUDGETED NOT BORROWED		54,501.00	94,340.00	94,340.00	92,273.00	134,366.00	73.10%
MA-DOT ROUTE 110-PRINCIPAL	-	20,000.00	-	-	-	-	-100.00%
MA-DOT ROUTE 110-INTEREST	-	13,301.00	-	-	-	-	-100.00%
GRANITEVILLE/MAIN ST. MAIN-PRINCIPAL	-	8,000.00	94,340.00	94,340.00	92,273.00	90,206.00	1079.25%
PLEASANT ST. MAIN-PRINCIPAL	-	13,200.00	-	-	-	-	-100.00%
PROSPECT HILL/SLUDGE STORAGE TEMP	-	-	-	-	-	44,160.00	
<b>CATEGORY TOTAL</b>	<b>959,644.48</b>	<b>1,020,707.00</b>	<b>1,129,298.00</b>	<b>1,129,298.00</b>	<b>1,117,975.00</b>	<b>1,156,682.00</b>	<b>10.64%</b>
<b>DEPARTMENT TOTAL</b>	<b>3,450,308.83</b>	<b>4,774,205.00</b>	<b>4,217,636.00</b>	<b>4,214,673.00</b>	<b>4,294,204.00</b>	<b>4,367,148.00</b>	<b>-11.72%</b>

**Goals:****Business**

- Maintain Accounts Receivables at 20 days DSO or Less.
- Maintain over 60 day's old receivables at less than 25% of total receivables.
- Minimize liens through increased monthly collection efforts.
- Maintain user rates and fees at current levels.
- Replace and Test 350 Residential 5/8" Meters.

**Environmental Compliance/Regulatory**

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Increase the number of Certified Water Operators through continuing education programs.
- 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.
- Establish Departmental Safety Manual and Standard Operating Procedures.
- Reduce sampling requirements and costs by pursuing applicable MassDEP sampling waivers.
- Pursue Stepinski Well Perchlorate Treatment exemption to reduce operational costs.
- Reduce Disinfection By-Product Concentrations through process adjustments and distribution system analysis.

**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.
- Repair 25 gate valve boxes and 20 curb boxes.
- Replace six "2-spud" fire hydrants through the Fire Hydrant Replacement Program.
- Flush entire distribution system (50% Spring/50% Fall).
- Complete fire hydrant inventory and information database.

- Paint 250 Fire Hydrants.
- Test all source meters for water auditing purposes.
- Perform internal inspections of Nutting Road and Forge Village WTP clearwells and five Storage Tanks.
- Clean and redevelop two Water Supply Wells (Howard Road Well and Stepinski Well).
- Maintain Unaccounted For Water at less than 10%.
- Update and Calibrate Water System Hydraulic Model through Fire Flow Testing and System Pressure Analysis.

### Description of Changes:

- The **Capital Budget** for FY 2016 requests capital expenditures (**Not Bonded**) of **\$80,000** for the Master Plan update, **\$60,000** for valve exercise equipment and trailer attachment, and **\$20,000** for the replacement of two spectrophotometers for the Water Department's laboratories. The Main Street 12" water main from Depot street to Sunny Meadow Lane project (\$450,000) and the 12" main Street water main phase II project (\$550,000) from Kirsi Circle to the end of the 12" main will be pushed out to FY 2017 and is planned **to not be bonded**.
- The FY 2016 debt service budget increased by \$108,590 based on the existing loan portfolio. The increase in the overall debt service budget was due to a scheduled \$65,000 increase in the principal payment for the Country Road II Well & Pump House bond and a \$73,140 increase in principal & interest payments for the previously approved (FY 2015) \$1,060,000 water main replacement project at the following locations: 1) \$400,000 for 1,110 feet of 12" water main replacement on Graniteville Road/Main Street to Patriot Lane, and 2) \$660,000 for 1,800 feet of 8" water main replacement on Pleasant Street from Abbot Street to Pine Street. Offsetting these increases was a **\$37,975 decrease in debt service** for the MADOT Route 110 project which was eliminated from the debt schedule and will be paid from retained earnings in FY 2015(approved at fall town Meeting in 2014). **There will be no new loan requests in FY 2016.**
- The **Personnel Services** expenses increased by \$10,378 or 0.91 % from the prior fiscal year's budget. There were numerous factors that impacted the overall change in the budget: an increase of \$26,602 for merit, cost of living, and step increases and a \$34,856 increase for a new trainee laborer position, which was offset by **decreases** for the following: a \$20,400 reduction by the elimination of the meter reader position, a decrease of \$5,510 by eliminating 470 clerical hours and a \$25,170 decrease in unscheduled overtime. The following items reflect the major changes:

Salary Merit/COLA/Steps	\$26,602
New Laborer Trainee Position	\$34,856
Elimination of Meter Reader	(\$20,400)
Reduction in Clerical Hours	(\$5,510)

Unscheduled Overtime Reduction

(\$25,170)

**\$10,378**

- The **Operating & Maintenance** expense budget reflects a \$628,073 decrease from the FY 2015 budget or a 26.6% decrease. The major factor contributing to the decrease is a reduction of \$670,000 for the Water Enterprise's OPEB Trust expense which was initially funded in FY 2015 at \$700,000. These charges represent Other Postemployment Benefits for future retirees. The indirect costs budget increased by \$38,627 or 10% due to expected higher retirement, health insurance, and workers compensation cost increases. Other expense categories with budget increases include the following: 1) a \$10,000 increase in electricity due to higher pumping costs for the perchlorate facility, 2) a \$10,000 increase for the well repair/improvements account for annual well inspections and 3) a \$10,000 increase for training and development for water license training courses and college courses. The following expense categories had decreases: 1) Heating fuel is decreased by \$5,000 to reflect lower heating rates, 2) Laboratory services are lowered by \$5,000 to reflect lower costs and 3) water treatment chemicals are decreased by \$20,000 due to lower chemical costs.
- Included in the FY 2016 budget package is a section named "Westford Water Long Range Plan Projections" which provides a future look at the water rates through FY 2019. The current LRP indicates that the water rates should be adequate through FY 2019 without any rate increases. These projections include future capital requirements and debt service requirements.

### **Programs & Services:**

Effective, July 1, 1992, Town Meeting voted to establish a Water Enterprise Fund, acknowledging the Water Department as a self-sufficient municipal utility. As an enterprise fund, the Water Department is expected to generate sufficient revenue through user fees and special service fees to cover all costs associated with the operation, maintenance, and repair of the water system.

Water infrastructure needs increased investment if it is to continue to deliver reliable clean water without interruption. In 2009 the Massachusetts Legislature created the Water Infrastructure Finance Commission to assess water infrastructure funding needs and recommend ways to finance these needs. The Commission estimates that collectively the Commonwealth faces a \$10.2 billion gap in resources for drinking water over the next 20 years. Included in this estimate are capital investment, repair and replacement, operations and maintenance, and debt service. Not included are rising energy and employee benefit costs or the costs of evolving regulatory requirements and investments to accommodate economic growth.

The Water Department maintains a comprehensive master plan which addresses the town's growing water infrastructure needs, as well as, long-term water infrastructure improvement and replacement projects. We have strived to sustain operations through maximizing efficiency and

minimizing operational costs despite increased regulation, additional treatment requirements, and rising expectations. Current predictions for the department show that no water usage rate increases will be necessary to fund the projects proposed in our 5 year capital plan. These projects include replacing aging infrastructure and installing new water main to provide the additional flow, pressure, and storage needed for system expansion and fire protection. With our sights set on the future, the Water Department is focused on supporting the growth of the town and meeting the increasing demand for safe, reliable water.

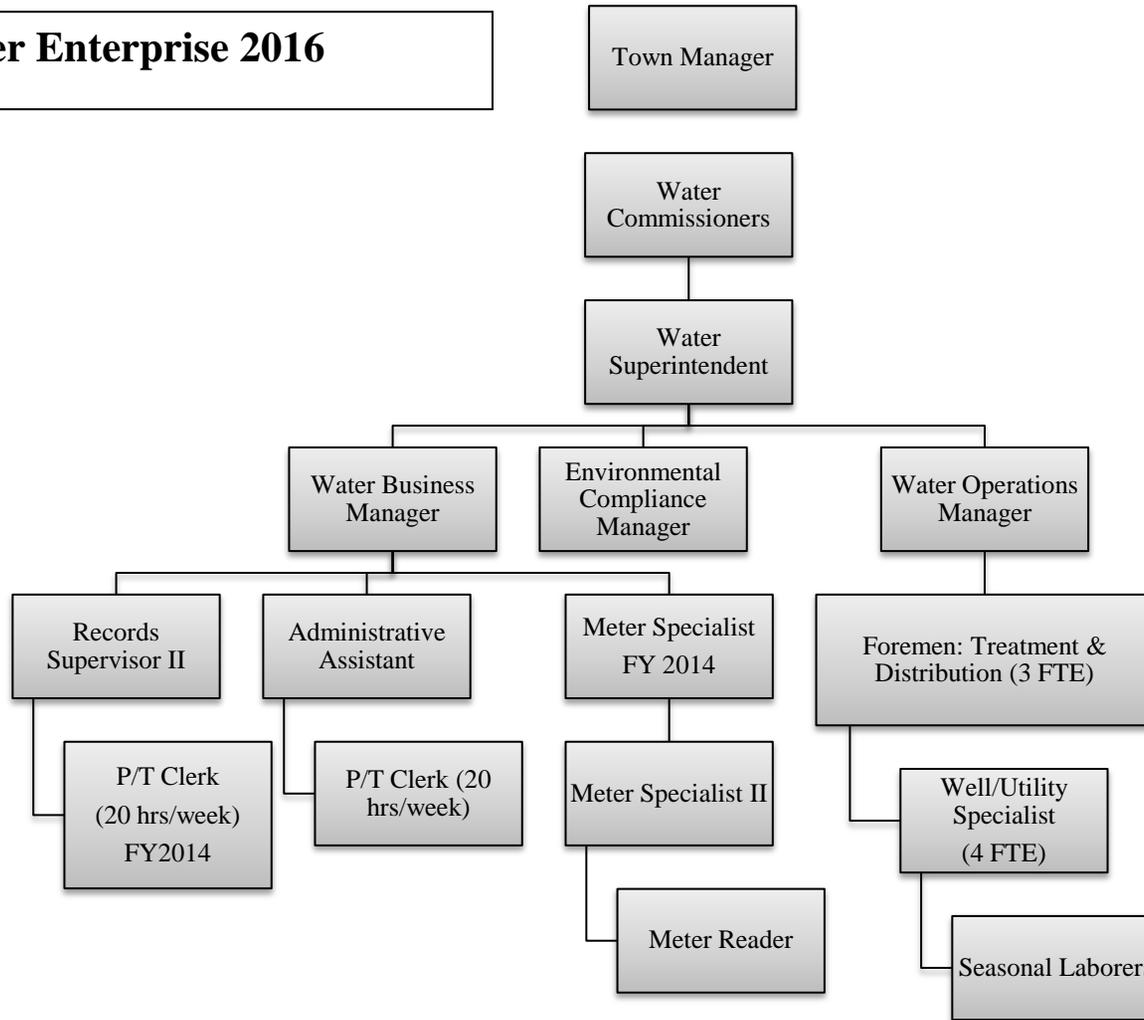
**FREE CASH** for the Water Enterprise are the Water Department's unrestricted available funds that may be used as a funding source for appropriations. Free Cash is generated when actual revenue collections are more than budget estimates, and when expenditures and encumbrances (unpaid bills and orders) are less than the appropriations, or both. Free Cash provides the water enterprise with a certain flexibility in that it is the major source of funding for any supplemental appropriation after the annual budget has been adopted. The Westford Water Department's **actual free cash** as of **June 30, 2014** is **\$3,799,416**. It is a Standard practice as recommended by the American Water Works Association to maintain a minimum of 25% of the Enterprises annual revenues in **reserve** to provide a financial safety net for possible revenue shortfalls as a result of weather variations and an additional **equipment reserve** of \$500,000 for potential major equipment failures. The minimum safety net for the Westford Water Enterprise in FY2014 is **\$1,692,451**. The actual available free cash which excludes the safety net reserve is **\$2,149,965**.

The **\$2,149,965** is earmarked for master plan identified capital projects from FY 2015 – FY 2021 and will also be utilized to sustain the user rates at the current level.

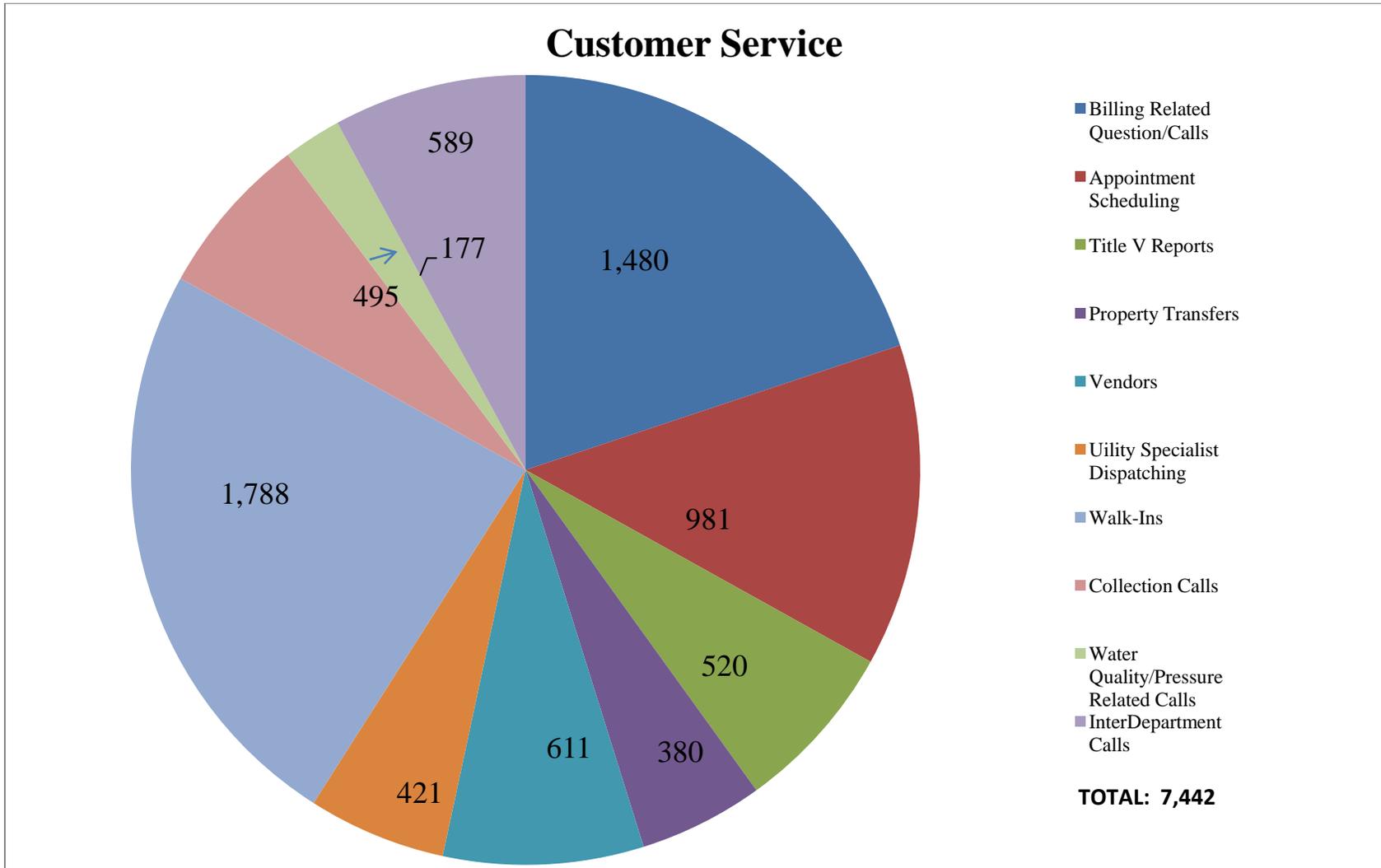
**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Add'l Coverage</b>	<b>Total</b>
Water Commissioner	3.0	NON	-			-
Water Superintendent	1.0	EXEM	97,462.00	500.00		97,962.00
Business Manager	1.0	EXEM	82,033.00	500.00		82,533.00
Records Supervisor II	1.0	CWA	64,808.00			64,808.00
Administrative Assistant	1.0	CWA	53,364.00	1,100.00		54,464.00
Department Assistant	1.3	CWA	29,978.00			29,978.00
Water Operations Manager	1.0	EXEM	76,087.00			76,087.00
Environmental Compliance Ma	1.0	EXEM	70,642.00	500.00		71,142.00
Water Foreman	2.0	CWA	127,856.00	5,200.00		133,056.00
Water Laborer	6.0	CWA	327,458.00	7,000.00		334,458.00
Utility Specialist	1.0	CWA	52,274.00			52,274.00
Seasonal Staff			11,472.00			11,472.00
Stipends/Licenses			11,200.00			11,200.00
Scheduled Overtime			79,824.00			79,824.00
Overtime - Non Scheduled			50,000.00			50,000.00
<b>Total Personal Services</b>	<b>19.3</b>		<b>1,134,458.00</b>	<b>14,800.00</b>	<b>-</b>	<b>1,149,258.00</b>

**Water Enterprise 2016**



Other Metrics:



## 630 Recreation Enterprise

### **Mission Statement:**

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

### **Goals:**

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

### **Description of Changes:**

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

**Personal Services:** The increase in personal services are per union contracts, increase for the department head, adjustment for leap year and increase in Massachusetts minimum wage (1/1/15 to \$9/hr, 1/1/16 to \$10/hr) and sick leave for part-time employees.

**Expenses:** There is a slight change in some line items to better reflect expenses. A line item for office supplies has been added. The line item for building maintenance will be adjusted in the future to reflect the cost for the Town Farm building, the location of the department office. The direct/indirect cost is an estimate and will be adjusted once assessments have been established. See 940 Otherwise Unclassified for additional information on direct/indirect costs.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
DIRECTOR	22,129.00	23,074.00	24,006.00	24,006.00	24,006.00	24,006.00	4.04%
ASSISTANT DIRECTOR	70,375.00	70,375.00	74,682.00	74,682.00	74,682.00	74,682.00	6.12%
RECORDS SUPERVISOR	39,082.00	39,082.00	45,157.00	45,157.00	44,985.00	44,985.00	15.54%
RECREATION SUPERVISOR/ASST	420,213.30	569,288.00	601,286.00	601,286.00	608,710.00	617,599.00	5.62%
OTHER RECREATION STAFF	355,777.00	235,038.00	257,843.00	257,843.00	280,648.00	303,453.00	9.70%
SHARED - LONGEVITY	5,929.70	6,637.00	7,941.00	7,941.00	9,928.00	10,528.00	19.65%
<b>CATEGORY TOTAL</b>	<b>913,506.00</b>	<b>943,494.00</b>	<b>1,010,915.00</b>	<b>1,010,915.00</b>	<b>1,042,959.00</b>	<b>1,075,253.00</b>	<b>7.15%</b>
<b>EXPENSES</b>							
ELECTRICITY	1,250.00	1,280.00	1,310.00	1,310.00	1,310.00	1,310.00	2.34%
HEATING FUEL	2,250.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%
WATER	200.00	300.00	200.00	200.00	200.00	200.00	-33.33%
BUILDING MAINTENANCE	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%
PRINTING SERVICES	8,500.00	9,500.00	8,500.00	8,500.00	9,500.00	9,500.00	-10.53%
OFFICE SUPPLIES		-	100.00	100.00	100.00	100.00	
PROGRAMS AND ACTIVITIES	52,995.42	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
TRAVEL-MILEAGE	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%
MEETINGS & CONFERENCES		250.00	250.00	250.00	250.00	250.00	0.00%
DUES AND MEMBERSHIPS		295.00	295.00	295.00	295.00	295.00	0.00%
DIRECT/INDIRECT COSTS	236,218.00	246,654.00	280,561.00	280,561.00	280,561.00	280,561.00	13.75%
ENCUMBRANCES		-	-	-	-	-	
<b>CATEGORY TOTAL</b>	<b>304,213.42</b>	<b>318,579.00</b>	<b>351,516.00</b>	<b>351,516.00</b>	<b>352,516.00</b>	<b>352,516.00</b>	<b>10.34%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,217,719.42</b>	<b>1,262,073.00</b>	<b>1,362,431.00</b>	<b>1,362,431.00</b>	<b>1,395,475.00</b>	<b>1,427,769.00</b>	<b>7.95%</b>

### Programs & Services:

The Recreation Enterprise provides a variety of year round indoor and outdoor programs and activities for children, youth, and adults. The department delivers programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-

maintained parks and facilities. The enterprise is supported through user fees and general fund with programs that are cost-effective and affordable. Please visit our website at <http://www.westfordrec.com/info/default.aspx>.

### Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	0.3	EXEM	24,006.00	750.00	24,756.00
Asst. Director	0.9	OPEIU	74,682.00	1,100.00	75,782.00
Records Supervisor	0.8	CWA	45,157.00	1,100.00	46,257.00
Senior Assistant	0.7	CWA	31,322.00		31,322.00
Rec Supervisor - Union	9.3	OPEIU	423,452.00	4,658.00	428,110.00
Rec Supervisor - Non Union	3.2	NON	146,512.00	333.00	146,845.00
Other Recreation Staff		NON	257,843.00		257,843.00
<b>Total Personal Services</b>	<b>15.2</b>		<b>1,002,974.00</b>	<b>7,941.00</b>	<b>1,010,915.00</b>

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

### Other Metrics:

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

## 640 Ambulance Enterprise

### **Mission Statement:**

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

### **Goals:**

- To install the new Fusion software in the ambulances to help increase service, efficiency and revenues.
- To work with the emergency medical doctor and senior paramedics to assess training needs to keep skills proficient and to train responders on new equipment and procedures.
- Review and update as needed the Rules & Regulations and Standard Operating Guide Lines (SOG's)
- Update Ambulance Service Plan
- Acquire On-Line Training programming for National Registry Continuing Education and the Tracking of Training as Required by State OEMS

### **Description of Changes:**

- Ambulance Enterprise Budget increase of 6.07% to reflect the actual FY14 amount and to adjust for contractual increases, in order to maintain a safe level of staffing.
- The remaining increases in Personal Services are represented by contractual obligations.
- Gasoline +14.86% - This reflects a more realistic projection of fuel costs.
- The Increase in Contracted Services and Health/Medical Supplies reflect the increase in call volume and Actual FY14 expenses.

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>PERSONAL SERVICES</b>							
FIREFIGHTERS	410,793.38	462,997.00	471,521.00	471,521.00	490,615.00	500,130.00	1.84%
CALL EMTS	506.67	3,100.00	1,000.00	1,000.00	1,000.00	1,000.00	-67.74%
OVERTIME	99,133.17	87,429.00	89,615.00	89,615.00	91,855.00	94,151.00	2.50%
HOLIDAY OVERTIME	7,369.14	8,224.00	8,771.00	8,771.00	8,991.00	8,991.00	6.65%
TRAINING	14,463.47	13,364.00	13,698.00	13,698.00	14,041.00	14,392.00	2.50%
EDUCATION INCENTIVE PAY	24,091.56	24,887.00	20,912.00	20,912.00	23,548.00	23,708.00	-15.97%
EMT STIPENDS	52,467.57	61,144.00	70,728.00	70,728.00	78,498.00	80,021.00	15.67%
HOLIDAY PAY	17,090.26	19,514.00	19,797.00	19,797.00	20,677.00	21,078.00	1.45%
LONGEVITY	2,500.00	2,750.00	2,250.00	2,250.00	2,250.00	3,750.00	-18.18%
<b>CATEGORY TOTAL</b>	<b>628,415.22</b>	<b>683,409.00</b>	<b>698,292.00</b>	<b>698,292.00</b>	<b>731,475.00</b>	<b>747,221.00</b>	<b>2.18%</b>

	FISCAL 2014 ACTUAL	FISCAL 2015 BUDGET	FISCAL 2016 REQUEST	FISCAL 2016 TMR	FISCAL 2017 PROJECTED	FISCAL 2018 PROJECTED	FISCAL 2016 % INC/DEC
<b>EXPENSES</b>							
UNIFORM ALLOWANCE	9,166.21	8,450.00	9,700.00	9,700.00	7,200.00	7,200.00	14.79%
ELECTRICITY	6,102.79	7,913.00	7,392.00	7,392.00	7,503.00	7,615.00	-6.58%
NATURAL GAS	2,463.96	3,608.00	5,283.00	5,283.00	5,362.00	5,442.00	46.42%
WATER	-	600.00	600.00	600.00	609.00	618.00	0.00%
BUILDING MAINTENANCE	2,948.58	3,500.00	3,500.00	3,500.00	3,553.00	3,606.00	0.00%
VEHICLE MAINTENANCE	5,467.12	6,720.00	6,720.00	6,720.00	6,821.00	6,923.00	0.00%
EQUIPMENT MAINTENANCE	2,484.56	3,200.00	3,200.00	3,200.00	3,248.00	3,297.00	0.00%
COMMUNICATION EQUIPMENT MAINTN	2,222.50	300.00	1,000.00	1,000.00	1,015.00	1,030.00	233.33%
LAUNDRY SERVICES	41.46	200.00	200.00	200.00	203.00	206.00	0.00%
TRAINING & DEVELOPMENT	1,929.25	2,000.00	3,500.00	3,500.00	3,553.00	3,606.00	75.00%
CONTRACTED SERVICES	55,303.64	51,000.00	57,500.00	57,500.00	58,363.00	59,238.00	12.75%
POSTAGE	175.97	150.00	150.00	150.00	152.00	155.00	0.00%
ADVERTISING - GENERAL	70.60	105.00	105.00	105.00	107.00	108.00	0.00%
PRINTING SERVICES	271.62	440.00	440.00	440.00	447.00	453.00	0.00%
GASOLINE	16,056.58	18,116.00	14,752.00	14,752.00	14,974.00	15,198.00	-18.57%
OFFICE SUPPLIES	497.13	200.00	300.00	300.00	305.00	309.00	50.00%
CUSTODIAL/CLEANING SUPPLIES	229.02	300.00	300.00	300.00	305.00	309.00	0.00%
VEHICULAR PARTS & ACCESSORIES	6,139.20	7,000.00	7,000.00	7,000.00	7,105.00	7,212.00	0.00%
VEHICULAR TIRES & TUBES	1,383.96	5,478.00	5,478.00	5,478.00	5,560.00	5,644.00	0.00%
HEALTH / MEDICAL SUPPLIES	49,415.20	50,000.00	60,000.00	60,000.00	60,900.00	61,814.00	20.00%
OXYGEN	1,080.30	2,000.00	2,000.00	2,000.00	2,030.00	2,060.00	0.00%
MEETINGS & CONFERENCES		1,155.00	1,155.00	1,155.00	1,172.00	1,190.00	0.00%
DUES & MEMBERSHIPS	2,985.00	1,000.00	1,500.00	1,500.00	1,523.00	1,545.00	50.00%
DIRECT/INDIRECT COSTS	239,785.00	303,902.00	261,781.00	261,781.00	261,781.00	261,781.00	-13.86%
ENCUMBRANCES	-	-	-	-	-	-	0.00%
<b>CATEGORY TOTAL</b>	<b>406,219.65</b>	<b>477,337.00</b>	<b>453,556.00</b>	<b>453,556.00</b>	<b>453,791.00</b>	<b>456,559.00</b>	<b>-4.98%</b>
<b>DEPARTMENT TOTAL</b>	<b>1,034,634.87</b>	<b>1,160,746.00</b>	<b>1,151,848.00</b>	<b>1,151,848.00</b>	<b>1,185,266.00</b>	<b>1,203,780.00</b>	<b>-0.77%</b>

**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	EMT / Paramedic Stipend	Education	Holiday Pay	Total
Paramedic	9.0	IAFF	471,521.00	2,250.00	70,728.00	20,912.00	19,797.00	585,208.00
Call EMTs			1,000.00					1,000.00
Holiday Overtime			8,771.00					8,771.00
Overtime			89,615.00					89,615.00
Training Wages			13,698.00					13,698.00
<b>Total Personal Services</b>	<b>9.0</b>		<b>584,605.00</b>	<b>2,250.00</b>	<b>70,728.00</b>	<b>20,912.00</b>	<b>19,797.00</b>	<b>698,292.00</b>

**Other Metrics:** There were 1,218 total billable calls in FY2014 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$952,982 and total collections of \$883,151. Medicare patients represented the largest billing group at 28% of Gross Billing but also accounted for 44% of mandatory deductions.

There were 750 billable ALS calls in FY2014 vs. 442 BLS calls. The average ALS billable amount was \$1,995 vs. BLS of \$1540. \$191,078 of ambulance billing was written off as Bad Debts in FY2014. A percentage of the amount written off was sent to a collection agency.

Residents	\$123,536
Non-Residents	1,591
<u>To Collections</u>	<u>65,951</u>
Total	\$191,078