

March 22, 2025

Fiscal Years 2026-2028

Town of Westford Budget



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Select Board Fiscal Year 2026 Budget Policy Direction

The Town Manager will prepare the FY26 operating budget and a three-year projection of expenses and revenue. The FY26 budget should:

- Fund all debt obligations first.
- Satisfy existing and anticipated future contractual and mandated obligations.
- Make every attempt to fund OPEB obligation as outlined in the OPEB Funding Policy.
- Maintain minimum recommended reserves at 5% of the general fund operating budget.
- Attempt to maintain services at current levels. If anticipated FY26 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. FY26 will continue to be extraordinarily challenging and will require steady communication among Select Board, School Committee, and Finance Committee to understand scale of budget shortfalls and potential service impacts.
- Reflect ongoing coordination of joint chairs meetings during the budget forming process.
- Reflect early consideration and discussion of potential approaches to address budget shortfalls taking into consideration the recommendations from the Budget Task Force.
- Allocate a minimum of \$1.5M for capital expenses, from Free Cash, in keeping with past practice. If less than \$1.5M is recommended for capital expenses in FY24, then the difference should be added to the capital reserve for anticipated future costs related to town facility and road needs. The target total for bond payments should fall within the range of 7-10% of the Town's operating budget.
- Identify and prioritize expenditures, capital projects, and other uses to be funded using the American Rescue Plan Act revenue.
- Any new proposed ongoing positions (funding for associated benefits included) or expenses must be accompanied by corresponding ongoing expense reductions or by new recurring revenue, so that the merits of the trade-offs may be evaluated to determine whether to move forward with the new position or expense.
- Continue to monitor the balance in the health insurance trust fund and support a FY26 health insurance budget that is in line with the trustees' recommendations.
- In the event that the above conditions are fully 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 Select Board, Finance Committee, School Committee, and Town Meeting.

Budget Summary

The FY26 budget process began in August 2024 with the knowledge that the FY25 override request did not pass to evaluate upcoming budget challenges. This budget is also informed by the draft of the [FY26 Budget Policy Direction](#), the Townwide [Strategic Plan](#), and the Budget Task Force [report](#) issued in October 2023. Budget drivers continue to be:

- Absorbing the reductions to the FY25 operating budget
- Presenting a balanced budget to set the tax rate
- Large labor, energy and services contracts are increasing
- Committing to the recruitment and retention of quality employees
 - Competitive pay for employees
 - Providing competitive health insurance coverage while controlling expenses
 - Commitment to professional development and training
- Proposition 2 ½ presents real constraints that will continue to drive service cuts
- New revenue opportunities are limited and will take some time
 - MBTA multifamily zoning has significant growth potential in future years beyond FY26
 - Currently working with an Economic Development consultant

Based upon the cuts that were made for FY25 and prudent budget requests by departments, the Select Board does not anticipate asking voters for a Proposition 2 ½ Override for FY26.

This year, the Town went through the process of creating a Strategic Plan. Throughout this document, you will see initiatives reference seven Strategic Outcome Areas that have been developed through extensive public feedback and incorporated into the [Strategic Plan](#).

Vision Statement

The draft vision statement for the Town is Westford strives to be a welcoming and inclusive community that honors its history and traditions. We are driven towards innovation and progress, balancing growth with preservation and a commitment to creating a sustainable future. Thriving Together, Honoring Tradition, Growing Towards a Sustainable Future

Mission Statement

The draft mission statement for the employees of Westford is: We are a team of dedicated professionals that take pride in fostering a vibrant community by delivering excellent public service.

The **Strategic Outcome** areas include:

Responsive & Responsible Town Government - Westford's municipal services are delivered by dedicated, professional staff who are responsible stewards of Town resources and responsive to community concerns. Core services are prioritized and balanced against other community demands.

Commitment to Environmental Sustainability & Climate Action - Environmental sustainability goals as envisioned in the Westford Climate Roadmap will guide investments in clean energy and zero waste initiatives. The Town's efforts to address climate change will consider the need to balance fiscal, operational, and environmental objectives.

Quality Educational Opportunities - Westford is committed to quality educational opportunities. The Town supports its exceptional public and regional school systems and encourages opportunities that support a life-long endeavor to enrich, grow, and expand residents' knowledge.

Caring and Engaged Community - Westford is a community that cares for its neighbors and takes pride in local festivals and unique cultural events that celebrate the Town's diversity and history. The Town prioritizes community engagement and promotes volunteerism. Westford is committed to effectively communicating with our residents through a variety of media.

Diverse and Attainable Housing Options - Westford encourages and promotes the development of diverse housing options that meet a broad range of income levels and life stages of our current and future residents. Westford strives to be a community where people both want to and can afford to live. **Opportunities for Recreation and Preservation of Open Space** - Westford is committed to preserving open space as part of maintaining the Town's rural character. The Town is focused on improving connectivity by developing and maintaining safe routes for walking and cycling. Westford supports a variety of multi-generational recreational opportunities.

Intentional and Appropriate Economic Growth - Westford is a traditional New England town that preserves its historic Town Center and neighborhood villages. The Town is committed to promoting an environment along our commercial corridors where unique and local businesses can thrive. Westford encourages economic growth and a diverse tax base.

OPERATING BUDGET SUMMARY

	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
APPROPRIATION SUMMARY								
GENERAL GOVERNMENT	4,433,962.28	4,933,287.00	5,620,667.00	5,586,284.00	5,922,310.00	6,145,881.00	13.24%	652,997.00
PUBLIC SAFETY	11,747,440.04	12,318,421.00	12,431,029.00	12,334,933.00	12,617,867.00	12,810,970.00	0.13%	16,512.00
EDUCATION	67,285,653.00	69,070,197.00	72,070,034.00	71,180,879.00	74,810,124.00	77,456,707.00	3.06%	2,110,682.00
PUBLIC WORKS	5,493,192.54	6,113,973.00	6,219,834.00	6,110,163.00	6,257,175.00	6,401,096.00	-0.06%	(3,810.00)
HEALTH & HUMAN SERVICES	1,148,043.95	1,231,142.00	1,273,401.00	1,264,401.00	1,294,284.00	1,322,015.00	2.70%	33,259.00
CULTURE & RECREATION	2,348,400.43	2,362,893.00	2,458,916.00	2,409,316.00	2,480,999.00	2,564,862.00	1.96%	46,423.00
DEBT SERVICE	3,220,448.52	3,566,124.00	4,256,914.00	3,988,916.00	5,676,307.00	5,610,656.00	11.86%	422,792.00
UNCLASSIFIED	21,570,258.71	22,417,150.00	24,619,846.00	24,087,550.00	26,732,963.00	28,797,727.00	7.45%	1,670,400.00
COMMUNITY PRESERVATION FUND	994,700.90	1,121,028.00	1,213,918.00	1,089,168.00	1,199,626.00	1,170,812.00	-2.84%	(31,860.00)
WATER ENTERPRISE FUND	4,049,877.68	5,020,758.00	5,327,754.00	5,214,665.00	5,619,139.00	6,534,434.00	3.86%	193,907.00
RECREATION ENTERPRISE FUND	1,186,409.28	1,194,227.00	1,254,843.00	1,223,281.00	1,240,313.00	1,253,051.00	2.43%	29,054.00
AMBULANCE ENTERPRISE FUND	1,498,663.36	1,686,441.00	1,670,416.00	1,580,337.00	1,586,690.00	1,593,704.00	-6.29%	(106,104.00)
STORMWATER ENTERPRISE FUND	1,117,503.23	1,423,264.00	1,539,371.00	1,579,251.00	1,680,387.00	1,674,700.00	10.96%	155,987.00
TOTAL ARTICLE	126,094,553.92	132,458,905.00	139,956,943.00	137,649,144.00	147,118,184.00	153,336,615.00	3.92%	5,190,239.00

Operating Budget

General Government

122 Select Board

Mission Statement:

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
CONTRACTUAL CLERICAL SERVICES	5,920.00	6,300.00	6,300.00	6,300.00	6,300.00	6,300.00	0.00%	-
ADVERTISING-LEGAL	-	510.00	525.00	525.00	525.00	525.00	2.94%	15.00
OTHER CHARGES AND EXPENSES	-		-	-	-	-		-
MEETINGS & CONFERENCES	63.14		-	-	-	-		-
DUES & MEMBERSHIPS	5,907.00	5,850.00	5,850.00	5,850.00	5,850.00	5,850.00	0.00%	-
NMCOG MEMBERSHIP	8,603.43	8,750.00	9,000.00	9,000.00	9,000.00	9,000.00	2.86%	250.00
COMMUNITY INITIATIVES	4,972.33	-						-
ENCUMBRANCES	1,295.00							-
CATEGORY TOTAL	26,760.90	21,410.00	21,675.00	21,675.00	21,675.00	21,675.00	1.24%	265.00
DEPARTMENT TOTAL	26,760.90	21,410.00	21,675.00	21,675.00	21,675.00	21,675.00	1.24%	265.00

Description of Changes:

The overall budget increased by \$265. This budget also includes slight increases for Advertising-Legal (\$15), and the NMCOG Membership (\$250).

Programs & Services:

The Select Board is the chief policy making body of the Town and is responsible for the enforcement of all town bylaws and regulations. As described above, this year, the Select Board undertook a Strategic Planning project for the entire Town. More information can be found [here](#). We anticipate the Plan will be adopted in January 2025. We thank the public for their extensive engagement in this project.

The Select Board appoints the following Town officials and committees in accordance with the Town Charter:

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

Elected Select Board:

J. Scott Hazelton, Chair

G. Thomas Clay, Vice Chair

Chris Barrett, Clerk

John H. Cunningham

Andrea Peraner-Sweet

Additionally, in accordance with general language in the Charter, the Select Board appoints the following:

- Cable TV Advisory Committee
- Clean Energy and Sustainability Committee
- Community Teamwork, Inc. Representative
- Council on Aging
- Diversity, Equity, and Inclusion Committee
- Health Insurance Trust
- Permanent Town Building Committee
- Historical Commission
- Lowell Regional Transportation Authority Representative
- Northern Middlesex Council of Government (Select Board Member Representative)
- Any ad hoc committees required to carry out the responsibilities of the Select Board which are not delegated to the Town Manager for appointment (for example, the Robinson School Building 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 Select Board.

Goals: The Select Board approved the following Select Board/Town Manager Goals on August 13, 2024:

Financial

1. Adhere to the Select Board Fiscal Year 2026 Budget Policy Direction, which may include some of the outcomes from the Budget Task Force work. Identify, pursue and deliver tangible savings and efficiencies from the Budget Task Force recommendations.
Focus on finding and implementing budget efficiencies.
 - Support the tri-board efficiency meetings and any recommendations from those meetings.
 - Work with Economic Development Committee and the Economic Development consultant to find ways to increase town revenues.
 - Explore reduction of solid waste and explore and potentially implement a pay as you throw program/solid waste enterprise fund.
 - Review effectiveness of the Health Insurance Trust Fund and, if necessary, find a replacement solution for town/school employee health insurance.
 - Explore ways that Westford could utilize regional resources related to programming, staffing and other efforts as they arise.
2. Continue to work with the Select Board to evaluate and prioritize remaining requests for American Rescue Plan Act (ARPA) funding to address ongoing COVID-19 concerns as well as other priorities caused by a reduction in revenue due to the pandemic. Monitor the projects that have been authorized and work with the Select Board to re-allocate funds that were earmarked for spending but are no longer necessary. The plan must adhere to the deadlines to allocate funds by December 31, 2024 and to spend all funding by December 31, 2026.

Culture

3. Provide town leadership and departmental support to all Boards and Committees. Prepare and adopt a board and committee appointment process. Continue to explore how boards and committees are meeting and provide unified guidance on how meetings should be conducted. Enhance the outreach to residents to participate in boards and committees.
4. Work with Pedestrian Safety Committee, Police, Fire, DPW, Health, Library and other departments and committees to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.

Strategic Efforts/Long Range Planning

5. Complete Townwide Strategic Plan. Work with Town staff and boards to develop a list of priorities to pursue as a result of the Plan's outcomes/goals. This goal also includes working to align, link, and reference other existing plans into the broader strategic framework.
6. Continue implementing the Net Zero Roadmap. Develop methodology to track the benefits/costs from Town climate and energy initiatives so that taxpayers can see the impact of projects. Upon favorable review of the portfolio wide energy efficiency assessment/audit, decide what to support regarding the implementation of audit recommendations. If Town leadership opts to not pursue opportunities from the audit, then move forward with creating a solar siting plan identifying locations for solar PV installations with optimum mix and distribution of sites to meet the Town's energy needs most efficiently. Continue to support expansion of electrifying the Town's vehicle fleet. Identify resourcing levels available for pursuit of Net Zero Roadmap, confirm target deliverables for current fiscal year, track and report progress against deliverables quarterly.
7. Support the efforts of the Land Use Management Department to engage with Boards/ Committees, landowners, residents, and other stakeholders to explore the best options for Westford to provide support for initiatives that provide affordable housing opportunities for Westford residents. Work with state legislators to increase funding for affordable housing.

Communications

8. Enhance community engagement, including the redesign of the Town Website, increasing the Town social media presence and researching mechanisms which promote better communication with residents. This could include additional training for staff, utilizing a communication consultant, or the establishment of a regionalized communication entity. Develop accessible and trusted methods for communicating budget related issues to our residents to ensure residents fully understand the tradeoffs posed in our FY26 budget.
9. Coordinate with the Water and Health Departments to Westford residents, property owners, and business owners on PFAS and how both public water users and private well owners can be assisted by the Town to remediate adverse outcomes from PFAS contamination.

Facilities/Assets

10. Support the Permanent Town Building Committee, the Library Department and other applicable boards and committees throughout the expansion/renovation of the J.V. Fletcher Library, including implementing the Design Development Phase and investigating and preparing for temporary relocation of library services. Oversee the construction of the library expansion.
11. Complete the space planning and capital needs assessment services for the Town's workspaces, public areas, storage, ancillary spaces. The study will determine potential future space needs, make recommendations to optimize current space to meet the needs of current and future employees, and provide ways to develop workspace that is aligned with the Town's mission and goals. The study will also identify necessary maintenance (deferred, current and future) projects to ensure we are maintaining our building assets. Coordinate with the School Committee on their capital planning to ensure the two groups are aligned with future needs.

12. Develop a more robust and comprehensive capital plan inclusive of all assets including, but not limited to, fleet, technology, infrastructure, facilities, etc.
13. Support the Permanent Town Building Committee and the Fire Department during the feasibility study for the Nabnasset Fire Station project. Prepare for future funding opportunities for the project if the feasibility study provides for an outcome of redevelopment or relocation.

Town Owned Property Planning and Disposition

14. Work with internal and external resources to seek state and federal grant funding to be used towards the redevelopment of 12 North Main Street, including the remediation of hazardous materials, master planning of the property and the preservation of this historic community asset. This may also include master planning efforts and coordination for the broader for Graniteville neighborhood.

Programs & Services:

The Town Manager is the Chief Administrative Officer of the town, and acts as the agent for the Select Board, 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, 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 Select Board; 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 Town 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 Select Board. The Town Manager keeps the Select Board 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 Select Board.

This description above is summarized from the 1989 Act Establishing a Select Board-Town Manager Form of Administration in the Town of Westford. The full version may be viewed online at: <https://westfordma.gov/DocumentCenter/View/3029/Town-Charter>.

Description of Changes:

The Town Manager budget for Personal Services increased by 6.16%. This is due to funding the Community Wellness Coordinator, which is funded partially out of the general fund and partially out of the Opioid Settlement funds.

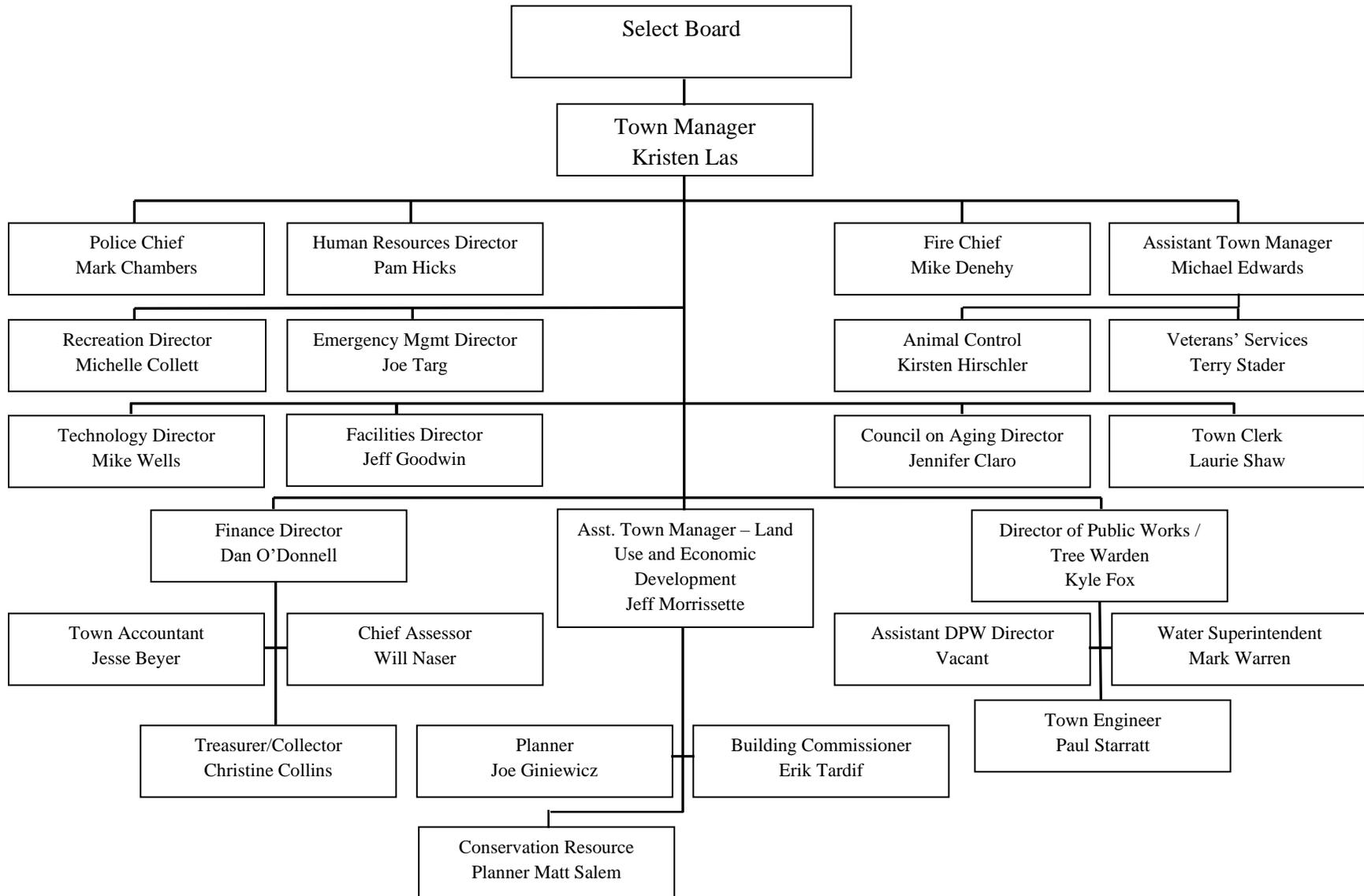
The overall expense budget in FY26 was increased by 7.06% to provide for dues and memberships and for legal advertising.

The overall budget in FY26 increased by \$33,343, or 6.19%.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
TOWN MANAGER	221,121.87	223,686.00	232,723.00	232,723.00	237,378.00	242,125.00	4.04%	9,037.00
ASSISTANT TOWN MANAGER	135,000.00	149,893.00	144,325.00	144,325.00	147,211.00	150,155.00	-3.71%	(5,568.00)
SUSTAINABILITY COORDINATOR	47,880.11	-	-	-	-	-		-
COMMUNITY WELLNESS COORDINATOR	14,812.16	59,463.00	86,152.00	86,152.00	87,875.00	89,632.00	44.88%	26,689.00
ADMIN - ANNUAL TOWN REPORT	4,500.00	-	4,500.00	-	4,500.00	4,500.00		-
PROJECT/PROCUREMENT SPECIALIST	81,212.39	84,755.00	86,450.00	86,450.00	88,179.00	90,287.00	2.00%	1,695.00
SECRETARY (VACATION/SICK COVERAGE)	-	-	-	-	-	-		-
VACATION COVERAGE	1,200.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	0.00%	-
LONGEVITY	950.00	700.00	950.00	950.00	1,650.00	2,350.00	35.71%	250.00
CATEGORY TOTAL	506,676.53	520,747.00	557,350.00	552,850.00	569,043.00	581,299.00	6.16%	32,103.00
EXPENSES								
MANAGEMENT PERFORMANCE TRAINING	6,346.60	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
CONTRACTED SERVICES	-	-	-	-	-	-		-
ADVERTISING-LEGAL	1,999.82	1,500.00	1,600.00	1,600.00	1,600.00	1,600.00	6.67%	100.00
OFFICE SUPPLIES	1,649.73	510.00	550.00	550.00	550.00	550.00	7.84%	40.00
FORMS/PRINTING	15,010.03	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL - MILEAGE	900.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
MEETINGS & CONFERENCES	5,491.82	3,880.00	6,880.00	3,880.00	6,880.00	6,880.00	0.00%	-
DUES AND MEMBERSHIPS	3,483.53	2,270.00	4,120.00	4,120.00	4,120.00	4,120.00	81.50%	1,850.00
ENCUMBRANCES	-	-	-	-	-	-		-
CATEGORY TOTAL	34,881.53	17,560.00	22,550.00	19,550.00	22,550.00	22,550.00	11.33%	1,990.00
DEPARTMENT TOTAL	541,558.06	538,307.00	579,900.00	572,400.00	591,593.00	603,849.00	6.33%	34,093.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Manager	1.0	EXEM	232,723.00	-	232,723.00
Assistant Town Manager	1.0	EXEM	141,495.00	-	141,495.00
Vacation Coverage			2,250.00	-	2,250.00
Community Wellness Coordinator	1.0	EXEM	86,152.00	-	86,152.00
Project/Procurement Specialist	1.0	NON	86,450.00	950.00	87,400.00
Total Personal Services	4.0		549,070.00	950.00	550,020.00



131 Finance Committee

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
PRINTING/POSTAGE SERVICES	-	-	-	-	-	-	-	-
OTHER PURCHASED SERVICES	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
MEETINGS & CONFERENCES	-	-	-	-	-	-	-	-
DUES & MEMBERSHIPS	295.00	304.00	313.00	313.00	323.00	333.00	2.96%	9.00
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	2,515.00	2,524.00	2,533.00	2,533.00	2,543.00	2,553.00	0.36%	9.00
RESERVE FUND								
TRANSFERS OUT	-	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
CATEGORY TOTAL	-	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
DEPARTMENT TOTAL	2,515.00	102,524.00	102,533.00	102,533.00	102,543.00	102,553.00	0.01%	9.00

Description of Changes:

The Finance Committee Reserve Fund remains at \$100,000 in FY26. It is necessary to have these contingency funds in case an unexpected expense occurs during the year that is an emergency in nature and must be resolved immediately. The Select Board and Finance Committee also have the ability to transfer funds between operating budgets between May 1 and July 15 at the end of each fiscal year. This mechanism has allowed us to reduce the amount in the reserve fund over the previous few years and still be able to address unforeseen and unbudgeted expenditures before the end of the fiscal year. If the reserve fund is used during the year, the town may seek additional funding at Town Meeting to replenish the fund in case there are additional requests. If the funding is not used, it closes to Free Cash at the end of the fiscal year.

The only increase to the budget for the year is an additional \$9 to the Dues and Memberships line item for the Finance Committee to continue to enroll in the Association of Town Finance Committees.

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:

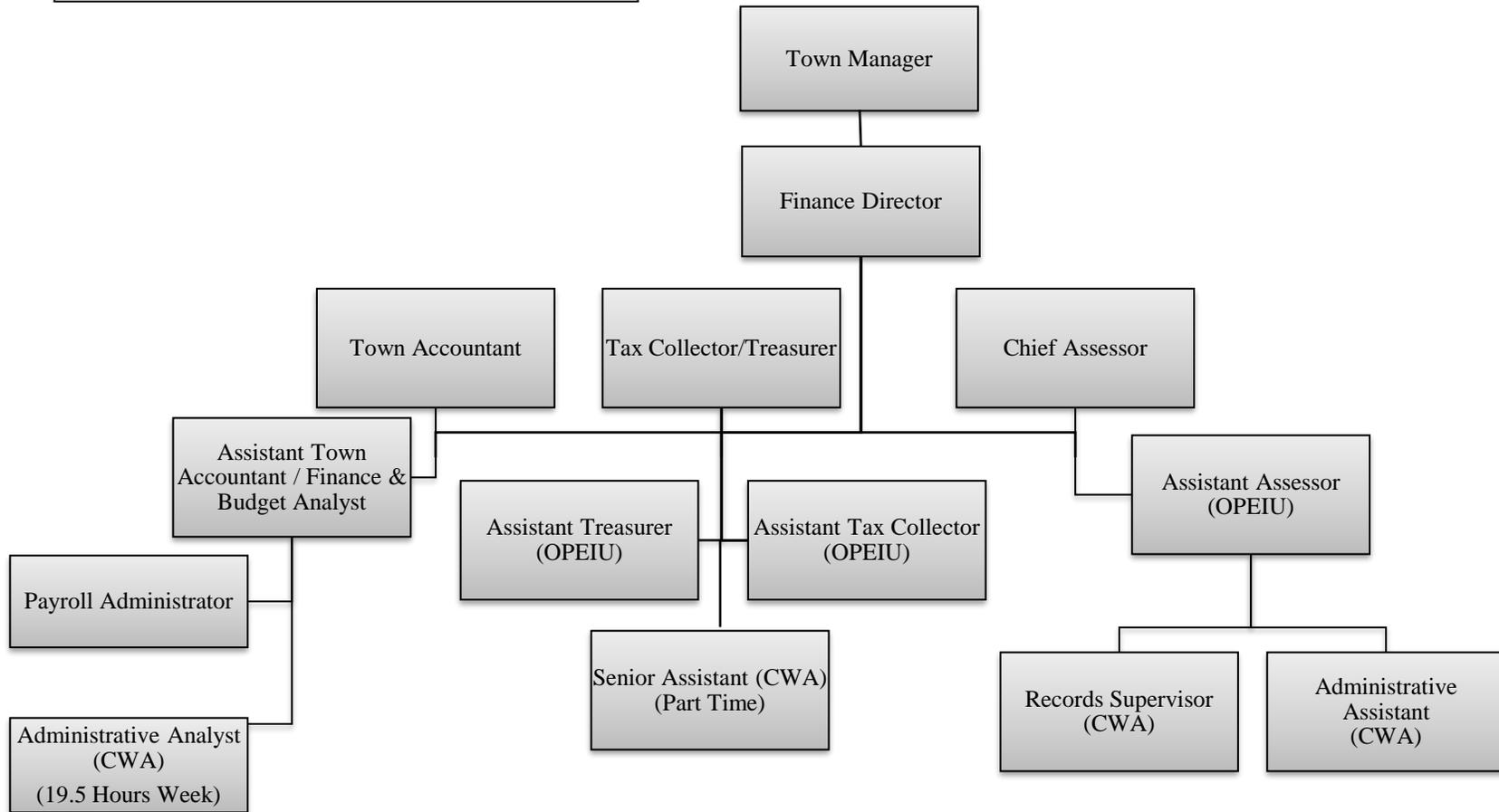
This is a link to the [2024 Finance Committee Report & Recommendations](#):

General Fund Reserve Fund Transfers for Fiscal Year 2025 as of February 7, 2025

Date	Transaction	Amount	Balance	Comment
April 27, 2024	Annual ATM Appropriation	\$100,000.00	\$100,000.00	
January 23, 2025	Veterans’ Services Expenses	(\$7,000.00)	\$93,000.00	The budget for FY25 was reduced to meet the current demand that we experienced in FY24. However, an additional veteran sought services and is now receiving the maximum benefit of just under \$2,000 per month. The request of \$7,000 will allow us to continue providing benefits through March, and we will be seeking a budget supplemental at Town Meeting of approximately \$9,000. Attached is the YTD Budget Report.

132 Finance Department

Finance 2026



Mission Statement:

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

Goals:

- To continue to develop financial policies in coordination with the Treasurer/Collector and Town Accountant to promote a responsive and responsible town government as part of our [strategic planning outcomes](#).
- To ensure Westford is in compliance with the federal requirements regarding the American Rescue Plan Act (ARPA).
- To assist the Town Manager in providing a balanced budget for Town Meeting.
- To adhere to the Select Board’s budget policy.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
FINANCE DIRECTOR	150,979.91	157,080.00	160,222.00	160,222.00	163,426.00	166,695.00	2.00%	3,142.00
ADMINISTRATIVE ANALYST	11,457.60	-	-	-	-	-	-	-
LONGEVITY	1,200.00	1,700.00	1,700.00	1,700.00	1,700.00	1,700.00	0.00%	-
CATEGORY TOTAL	163,637.51	158,780.00	161,922.00	161,922.00	165,126.00	168,395.00	1.98%	3,142.00
EXPENSES								
OFFICE SUPPLIES	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL - MILEAGE	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
MEETINGS & CONFERENCES	-	1,075.00	1,275.00	1,275.00	675.00	1,075.00	18.60%	200.00
DUES & MEMBERSHIPS	75.00	60.00	160.00	160.00	60.00	60.00	166.67%	100.00
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	75.00	1,435.00	1,735.00	1,735.00	1,035.00	1,435.00	20.91%	300.00
DEPARTMENT TOTAL	163,712.51	160,215.00	163,657.00	163,657.00	166,161.00	169,830.00	2.15%	3,442.00

Description of Changes:

The Administrative Analyst hours were removed from the FY25 budget. The current position was not backfilled when the employee was promoted to Assistant Treasurer. The Meetings & Conferences budget is increasing by \$300 because the Finance Director needs to take additional MCPPO classes in FY26 to finish the recertification process. The printing of the FY26 budget book will be done in-house for those that request a copy, and we plan to reuse binders for those that do request a copy of the budget book.

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 Chief Assessor. The Director is also responsible for a variety of complex analytical projects such as budget analysis, labor contract projections, and contract impact analysis. The Finance Director is serving as an alternate member on the Health Insurance Trust. As mandated by the town charter, the Finance Director develops and maintains the five-year financial plan in close coordination with the Town Manager. The Finance Director attends all Finance Committee meetings and serves as their liaison.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Finance Director	1.0	EXEM	160,222.00	1,700.00	161,922.00
Total Personal Services	1.0		160,222.00	1,700.00	161,922.00

135 Town Accountant

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
TOWN ACCOUNTANT	123,807.84	128,810.00	131,386.00	131,386.00	134,014.00	136,694.00	2.00%	2,576.00
ASST. TOWN ACCOUNTANT / FINANCE & B	83,619.98	90,003.00	91,804.00	91,804.00	93,640.00	95,878.00	2.00%	1,801.00
PAYROLL ADMINISTRATOR	58,154.16	83,178.00	84,691.00	84,691.00	86,385.00	88,450.00	1.82%	1,513.00
ADMINISTRATIVE ANALYST	26,054.76	35,403.00	34,029.00	34,029.00	34,711.00	35,403.00	-3.88%	(1,374.00)
OVERTIME	3,861.33	850.00	750.00	750.00	750.00	750.00	-11.76%	(100.00)
LONGEVITY	1,650.00	2,150.00	2,150.00	2,150.00	2,850.00	2,850.00	0.00%	-
CATEGORY TOTAL	297,148.07	340,394.00	344,810.00	344,810.00	352,350.00	360,025.00	1.30%	4,416.00
EXPENSES								
ACCOUNTING & AUDITING SERVICES	41,250.00	46,775.00	48,750.00	48,750.00	51,750.00	53,750.00	4.22%	1,975.00
OFFICE SUPPLIES	599.35	750.00	750.00	750.00	800.00	800.00	0.00%	-
FORMS/PRINTING	-	500.00	-	-	-	-	-100.00%	(500.00)
MEETINGS & CONFERENCES	1,614.53	2,710.00	2,710.00	2,710.00	2,725.00	2,750.00	0.00%	-
DUES AND MEMBERSHIPS	125.00	450.00	175.00	175.00	450.00	175.00	-61.11%	(275.00)
ENCUMBRANCES								-
CATEGORY TOTAL	43,588.88	51,185.00	52,385.00	52,385.00	55,725.00	57,475.00	2.34%	1,200.00
DEPARTMENT TOTAL	340,736.95	391,579.00	397,195.00	397,195.00	408,075.00	417,500.00	1.43%	5,616.00

Goals:

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

Description of Changes:

Personal Services increased by 1.30%, which reflects the collective bargaining contract settlements and non-union cost of living increases. The expenses increased by 2.34%. The major factors contributing to the decrease include several departmental efficiencies. Payroll records used to be printed for Town and School employees and stored in the vault (for disaster recovery reasons), but due to storage limitations and an effort to move to as much of a paperless format as possible, they will now be stored electronically. This results in paper savings of almost 11,000 less pages having to be printed every year at a cost of over \$2,000.

The FY24 year-end audit was the last year of our audit engagement with Marcum, LLP (formerly Melanson Heath). Due to higher than expected proposed price increases in the cost of the FY25 audit, additional quotes were sought from other audit firms. The department was able to secure a three-year engagement with CliftonLarsonAllen (CLA), a respected national CPA firm; to perform the financial statement audits for FY25, FY26, and FY27. We were able to renew our FY25 audit cost at the same price as the FY24 audit price. This change in audit firms will result in over \$16,000 of cost avoidance in the FY25 to FY26 budget and set us up for even more savings in outlying years.

Programs & Services:

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

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

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Accountant	1.0	EXEM	131,386.00	950.00	132,336.00
Asst. Town Accountant / Finance & Budget Analyst	1.0	NON	91,804.00	-	91,804.00
Payroll Administrator	1.0	NON	84,691.00	1,200.00	85,891.00
Administrative Analyst	0.5	CWA	34,029.00	-	34,029.00
Overtime			750.00		750.00
Total Personal Services	3.5		342,660.00	2,150.00	344,810.00

141 Assessors

Mission Statement: The Assessing Department is primarily responsible for determining the full and fair cash value of all real and personal property within Westford. Other duties of the Assessor's Department include but are not limited to: administering motor vehicle excise tax, compile and submit the annual Tax Rate Recap; abate / exempt / or defer taxes, defend established values on abatement applications and at Appellate Tax Board hearings, maintain tax assessment maps, and oversee the town's overlay reserve account (an account established to fund abatement exemptions and unpaid taxes for the property or asset).

Goals:

- Complete a full certification and revaluation as required by the state Division of Local Services for FY2026. The budget is adding 13 additional days of contracted services for FY26 to assist with required system updates and reports.
- Review all commercial, industrial, and large residential complexes and convert value method to income approach as primary value for FY26. (Cost approach as secondary)
- Complete approximately 800 property inspections to be performed by town staff, completing the cyclical requirements for the tax year. In addition, perform all building permit and sales inspections.
- Review all exemption programs and add updated local options if available.
- Review and update the web page for better user experience. Add more forms and informational items as more remote users access the site.

Description of Changes:

The FY26 personal services budget reflects a 2.69% increase due to contract obligations and non union cost of living increases. The expense budget decreased by 11.84% due to the following changes made to the Contracted Services line item:

- Elimination of the Patriot contract for services (just software which is paid out of IT budget)
- Mayflower contract for 15 days at \$1,200/day equals \$18,000
- New subscription to Whitman Handy index for \$560 which is for the in-house valuation of 504 utility accounts

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
CHIEF ASSESSOR	129,508.62	134,741.00	137,436.00	137,436.00	140,185.00	142,989.00	2.00%	2,695.00
ADMINISTRATIVE ASSESSOR	77,815.92	81,353.00	84,614.00	84,614.00	84,614.00	84,614.00	4.01%	3,261.00
RECORDS SUPERVISOR	61,542.00	65,440.00	66,751.00	66,751.00	68,082.00	68,343.00	2.00%	1,311.00
DATA COLLECTOR	31,937.74	55,711.00	56,827.00	56,827.00	57,962.00	58,184.00	2.00%	1,116.00
LONGEVITY	700.00	700.00	1,400.00	1,400.00	2,100.00	2,100.00	100.00%	700.00
CATEGORY TOTAL	301,504.28	337,945.00	347,028.00	347,028.00	352,943.00	356,230.00	2.69%	9,083.00
EXPENSES								
UNIFORM ALLOWANCE	164.92	200.00	200.00	200.00	200.00	200.00	0.00%	-
VEHICLE MAINTENANCE	35.00	200.00	100.00	100.00	100.00	100.00	-50.00%	(100.00)
CONTRACTED SERVICES	44,200.00	21,000.00	18,000.00	18,000.00	9,600.00	9,600.00	-14.29%	(3,000.00)
OFFICE SUPPLIES	922.03	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	20.00%	200.00
FORMS/PRINTING	480.00	-	500.00	500.00	500.00	500.00		500.00
EV CHARGING	-	600.00	-	-	-	-	-100.00%	(600.00)
TRAVEL - MILEAGE	175.91	150.00	200.00	200.00	200.00	200.00	33.33%	50.00
MEETINGS & CONFERENCES	645.00	1,600.00	1,500.00	1,500.00	1,500.00	1,500.00	-6.25%	(100.00)
DUES & MEMBERSHIPS	430.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	47,052.86	25,750.00	22,700.00	22,700.00	14,300.00	14,300.00	-11.84%	(3,050.00)
DEPARTMENT TOTAL	348,557.14	363,695.00	369,728.00	369,728.00	367,243.00	370,530.00	1.66%	6,033.00

Programs & Services:

The Assessor’s Office produces certified abutters list, grants and processes motor vehicle abatements, real estate abatements, personal property abatements, property record cards for real estate and personal property. The office staff regularly answers questions and assists taxpayers, real estate professionals, attorneys, and other professionals and provides staff support for the Board of Assessors.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Assessor	1.0	EXEM	137,436.00	700.00	138,136.00
Assistant Assessor	1.0	OPEIU	84,614.00	-	84,614.00
Records Supervisor	1.0	CWA	66,751.00	700.00	67,451.00
Data Collector	1.0	CWA	56,827.00	-	56,827.00
Total Personal Services	4.0		345,628.00	1,400.00	347,028.00

Metrics:

- The Board of Assessors has approximately eight meetings per year.
- Annually, the office processes approximately 36,000 motor vehicle bills and approximately 1,000 abatements.
- Annually, the office currently processes approximately 10,000 real estate and personal property bills. On average, the office processes less than 50 abatements.
- The office processes approximately 210 elderly, veteran, and blind exemptions, and all applications for the means tested program.
- The office processes approximately 215 CPA abatement applications.
- The office generates abutter lists through both an on-line system or in person payment.
- The office annually mails and processes approximately 275 Forms of List for Personal Property valuation. In addition, they also mail Chapter Land forms, and Income and Expense forms to income producing property owners.

145 Treasurer / Collector

Mission Statement:

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

Goals:

- Continue to prioritize tailings and close old vendor accounts.
- Work with the Assessor to create a short public service video to help people understand excise tax bills and abatements.
- Postage costs continue to rise. Take advantage of Town public media platforms to promote E-Bills and reduce postage expenses.
- The Town has a Comprehensive Emergency Preparedness Plan that was created in 2021. Recent weather events have required contingency planning about how the office functions in a state of emergency. We plan to review the document to gain a clearer understanding of our step-by-step plan in the event we cannot get into the building or if Munis is down for an extended period.
- Continue training the new Assistant Tax Collector, Assistant Treasurer, and Senior Assistant.

Description of Changes:

Personal Services

There is a 2% COLA assumption in FY26 for the Treasurer/Collector. The Assistant Treasurer, Assistant Tax Collector, and Senior Assistant will all receive a step increase according to the OPEIU and CWA contracts.

Expenses

There is additional funding in FY26 for online bill pay fees, budgeted under Contracted Services, and increases to Postage, and Printing. These increases are based on postage rate changes expected and continued higher use of online payment services.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
TREASURER/COLLECTOR	129,508.60	134,741.00	137,436.00	137,436.00	140,185.00	142,989.00	2.00%	2,695.00
ASSISTANT TREASURER & ASST COLLECTOR	145,662.73	139,177.00	143,818.00	142,229.00	145,784.00	149,997.00	2.19%	3,052.00
SENIOR ASSISTANT	14,454.72	14,686.00	14,149.00	14,149.00	14,686.00	14,980.00	-3.66%	(537.00)
ADDITIONAL COVERAGE	-	-	-	-	-	-		-
OVERTIME	588.94	-	500.00	500.00	500.00	500.00		500.00
LONGEVITY	2,650.00	1,900.00	2,150.00	2,150.00	2,150.00	2,150.00	13.16%	250.00
CATEGORY TOTAL	292,864.99	290,504.00	298,053.00	296,464.00	303,305.00	310,616.00	2.05%	5,960.00
EXPENSES								
LEGAL SERVICES - TAX TITLE	6,284.34	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
CONTRACTED SERVICES	3,808.33	5,800.00	6,000.00	6,000.00	6,250.00	6,500.00	3.45%	200.00
POSTAGE	25,218.05	24,000.00	27,000.00	27,000.00	29,000.00	29,000.00	12.50%	3,000.00
PRINTING SERVICES	7,185.87	7,600.00	7,600.00	7,600.00	7,600.00	7,600.00	0.00%	-
OFFICE SUPPLIES	642.55	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%	-
MEETINGS & CONFERENCES	80.00	100.00	100.00	100.00	100.00	100.00	0.00%	-
DUES AND MEMBERSHIPS	141.54	100.00	100.00	100.00	100.00	100.00	0.00%	-
PUBLIC EMPLOYEE BOND	1,425.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	44,785.68	49,850.00	53,050.00	53,050.00	55,300.00	55,550.00	6.42%	3,200.00
DEPARTMENT TOTAL	337,650.67	340,354.00	351,103.00	349,514.00	358,605.00	366,166.00	2.69%	9,160.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Treasurer/Collector	1.0	EXEM	137,436.00	1,200.00	138,636.00
Assistant Treasurer	1.0	OPEIU	78,597.00	950.00	79,547.00
Assistant Collector	1.0	OPEIU	63,632.00	-	63,632.00
Senior Assistant	0.3	CWA	14,149.00	-	14,149.00
Overtime			500.00		500.00
Total Personal Services	3.30		294,314.00	2,150.00	296,464.00

Programs & Services:**Assistant Collector Functions:**

- 1 Full Time Employee performs this work.
- The Collector's Office bills and collects all taxes committed by the Board of Assessors.
- Properly imports or enters, balances and accounts for each tax payment, abatement, and refund.
- The Tax Office provides customer support to taxpayers, attorneys' offices, tax service companies and mortgage companies.
- Proves & records the cash and check turnovers for town and school departmental receipts.
- Balances receivables with Accounting.
- Prepares Municipal Lien Certificates.

Assistant Treasurer Functions:

- 1 Full Time Employee performs this work and assists 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.
- Files quarterly unemployment reports.
- Distributing banking information to departments, handling voids and reissues.
- Proves & records the cash and check turnovers for town and school departmental receipts.
- Manages Deputy Collector scheduling and billing uploads.

Tax Collector-Treasurer Functions:

- Balances bank statements and reconciles cash with the Town Accountant monthly.
- Pursues delinquent collections through letters, tax liens and foreclosure processing.
- Supports customer service operations as needed.
- Handles all town related borrowing and reporting.
- Prepares year end reports for the Department of Revenue.
- Prepares W-2s and files W-2 data with State and Federal agencies.
- Works closely with the Finance Director and Town Accountant to maintain sound practices to support our AAA bond rating.
- Assists other department heads and staff with banking solutions and reporting requirements.

Department Updates

The department has undergone major personnel changes in recent months. Our part-time Senior Assistant left our employment in June and was eventually replaced in August. Our Assistant Tax Collector also left Westford in September to pursue another municipal position. We have just hired a new Assistant Tax Collector at the end of October to backfill the job.

Metrics:

Tax Collections: Current real estate tax collections, which were at 98.1% in FY20, ended at 99.1% in FY24. It is very favorable to see unpaid balances of less than 1%.

Tax Liens: Tax title balances increased over last year but are consistent with historical norms. The number of accounts in tax deferral has increased in recent years. The balance correspondingly has steadily increased. The increase in deferrals is due to a public awareness effort aimed at helping low- income Seniors stay in their homes. Deferred taxes must be paid when a property is sold. While the qualifying senior citizen is living, the interest is zero percent. After death, the interest rate rises to 16%, the same rate as tax title. We currently have three foreclosure cases pending in Land Court.

Other Information:

RE Tax Collection Snap Shot on June 30th of the FY	2024	2023	2022	2021	2020
Committed	90,994,107	89,054,128	86,292,143	83,307,593	80,425,177
Abated	(425,049)	(436,510)	(290,413)	(318,380)	(451,120)
Collected in FY	(89,474,913)	(87,914,818)	(84,904,068)	(81,994,556)	(78,371,735)
Moved to Tax Lien	(260,219)	(111,978)	(233,916)	(201,922)	(97,226)
Balance due on June 30th	833,926	590,822	863,746	792,735	1,505,097
Percent Uncollected	0.9%	0.7%	1.0%	1.0%	1.9%
Tax Liens on June 30th	2024	2023	2022	2021	2020
Tax Titles	550,404	457,471	705,548	620,735	560,877
Tax Deferral	724,846	648,804	563,565	514,199	429,285
Total Tax Liens	1,277,275	1,108,299	1,271,135	1,134,934	990,162
% of Current Yr Committed	1.4%	1.2%	1.5%	1.4%	1.2%
Accounts in Tax Title	35	36	44	34	39
Accounts in Deferral	25	25	22	22	21

151 Legal Services

Mission Statement:

To protect the town’s best interests regarding legal matters.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
LEGAL SERVICES - TOWN COUNSEL	133,534.72	130,000.00	133,000.00	133,000.00	133,000.00	133,000.00	2.31%	3,000.00
LEGAL SERVICES - LABOR COUNSEL	35,824.27	10,500.00	20,000.00	20,000.00	20,000.00	20,000.00	90.48%	9,500.00
ENCUMBRANCES								-
CATEGORY TOTAL	169,358.99	140,500.00	153,000.00	153,000.00	153,000.00	153,000.00	8.90%	12,500.00
DEPARTMENT TOTAL	169,358.99	140,500.00	153,000.00	153,000.00	153,000.00	153,000.00	8.90%	12,500.00

Description of Changes:

The FY26 Legal Services Town Counsel budget is increasing by \$3,000. The original FY24 budget was supplemented with \$50,000 at the October 2024 Special Town Meeting due to additional legals costs associated with the Firearms Bylaw article and the MBTA Communities article to be presented at the March 2024 Annual Town Meeting. Also, we are recommending that the Labor Counsel budget increase by \$9,500 in FY26. The IAFF (Firefighters) contract expired at the end of FY24, and the five remaining labor contracts will expire at the end of FY25. Most of the union negotiations are performed without the use of labor counsel, but there may be legal services required periodically throughout the negotiations process.

152 Human Resources

Mission Statement:

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

Goals:

- Increase access to Human Resources website with new Civic Plus offerings.
- Streamline workers compensation processes for town and school.
- Continue to coordinate internal processes around self-insured health insurance benefit model.
- Continue to work with the Schools, Accounting, Finance and IT on the benefit withholdings and HRIS processes.

Description of Changes:

The FY26 budget reflects a 2.51% increase for the non-union personnel that includes a cost-of-living adjustment and longevity. Expenses increased 16.26%, replenishing \$750 to the Programs and Activities budget for the employee appreciation cookout held each July to assist with employee retention. Office supplies also increased by \$600 due to increased printing costs for forms.

Programs & Services:

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

The Human Resources office provides guidance and support for the town's personnel infrastructure and benefits for over 1,200 employees and 700 +/- retirees. The span of the Human Resources Department is extensive with managing all areas of subscriber enrollments (most are in-house via web-based technology), reporting requirements, mandates, complex issues, online submissions and tracking.

Some of the daily responsibilities include; fielding questions and assisting employees and retirees, working closely with Payroll/Accounting and Finance in administering union contract benefits and ensuring compliance, leaves/absences and payments, benefit changes, FMLA leaves,

worker's compensation and 111F administration (Police & Fire Accident Insurance), recruitment process, retirements, auditing and reconciling benefit bills in excess of \$17 million, turnovers, HRIS changes, accruals, and processing PAFs (Personnel Action Forms).

Some of the areas the department is responsible for include:

- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Onboarding
- Secure, coordinate and administer the benefits for over 3,000 subscribers to the health, dental, life, voluntary long-term disability, voluntary short-term disability, voluntary life insurance, and vision plans
- ADA compliance as it relates to employment issues
- Coordinate military payments
- 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
- Federal labor census, surveys, market basket salary surveys
- Retirement in conjunction with the Middlesex Retirement System & PERAC
- Flexible & premium spending accounts (Section 125)
- HRIS system
- Administration of the Employee Pay and Classification Plan; credible coverage notices
- Open enrollment, including moving the group for carrier changes
- Self-pay and COBRA payments
- Police & fire accident insurance (111F)
- HURD Reporting
- HR website
- Medicare Part "D" reporting
- Medicare penalty payments
- Union negotiations
- Policies and procedures
- Annual payroll rollover process
- Compensated absences
- Trainings
- General personnel matters
- Town and school turnovers
- Monthly benefit withholding audits
- Town and school benefit dependent age of letters and retiree turning 65 letters.
- Payment of town-wide health and benefit bills in excess of \$17 million
- Maintaining all permanent personnel records

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
HUMAN RESOURCES DIRECTOR	131,821.56	137,148.00	139,891.00	139,891.00	142,688.00	145,542.00	2.00%	2,743.00
BENEFITS COORDINATOR	77,943.38	84,388.00	86,076.00	86,076.00	87,797.00	89,896.00	2.00%	1,688.00
ADMINISTRATIVE ASSISTANT	70,463.32	73,620.00	75,093.00	75,093.00	76,595.00	78,426.00	2.00%	1,473.00
LONGEVITY	1,200.00	1,700.00	2,400.00	2,400.00	3,100.00	3,100.00	41.18%	700.00
CATEGORY TOTAL	281,428.26	296,856.00	303,460.00	303,460.00	310,180.00	316,964.00	2.22%	6,604.00
EXPENSES								
PRE-EMPLOY MEDICAL EXAM	9,169.00	7,000.00	7,500.00	7,500.00	7,500.00	7,500.00	7.14%	500.00
OTHER CONTRACTED SERVICES	1,034.32	500.00	600.00	600.00	600.00	600.00	20.00%	100.00
LEGAL ADVERTISING	2,850.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
OFFICE SUPPLIES	2,691.33	2,000.00	2,600.00	2,600.00	2,600.00	2,600.00	30.00%	600.00
MEDICAL RELATED EXPENSES	65.91	950.00	950.00	950.00	950.00	950.00	0.00%	-
PROGRAMS & ACTIVITIES	2,278.49	-	1,000.00	750.00	750.00	750.00		750.00
PROFESSIONAL DEVELOPMENT	514.30	-	500.00	500.00	500.00	500.00		500.00
MEETINGS & CONFERENCES	18.08	100.00	300.00	300.00	300.00	300.00	200.00%	200.00
DUES & MEMBERSHIPS	275.00	1,309.00	1,400.00	1,400.00	1,400.00	1,400.00	6.95%	91.00
ENCUMBRANCES	2,060.00							-
CATEGORY TOTAL	20,956.43	16,859.00	19,850.00	19,600.00	19,600.00	19,600.00	16.26%	2,741.00
COMPENSATION RESERVE	35,045.23	325,000.00	700,000.00	700,000.00	850,000.00	1,000,000.00	115.38%	375,000.00
TRANSFERS OUT		(97,980.00)					-100.00%	97,980.00
DEPARTMENT TOTAL	337,429.92	540,735.00	1,023,310.00	1,023,060.00	1,179,780.00	1,336,564.00	89.20%	482,325.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Human Resources Director	1.0	EXEM	139,891.00	1,700.00	141,591.00
Benefits Coordinator	1.0	NON	86,076.00	700.00	86,776.00
Administrative Assistant	1.0	NON	75,093.00	-	75,093.00
Total Personal Services	3.0		301,060.00	2,400.00	303,460.00

Health Insurance:

The Town renewed the “partially self-funded” health insurance coverage with Blue Cross Blue Shield (BCBS) for the period of November 1, 2024 through October 31, 2025 with a 8.3% premium increase. The separate stop loss coverage for claims exceeding \$125,000 in the plan year was moved from SunLife to BCBS effective March 1, 2024. The fully insured Medicare supplemental plan (Medex 2) renewed with a 13.8% increase effective January 1, 2024. The Medex increase is due to recent Medicare Part D changes.

As of June 2024, there were 586 retirees on Medicare supplemental insurance, 97 retirees on active health insurance plans who were not yet eligible for Medex, and 546 of over 1,200 employees who are actively insured on these plans. The Town insured approximately 58% of town and school employees who were benefit eligible.

The Town’s OPEB (Other Post-Employment Benefits) trust fund balance in June of 2024 was \$15,581,831 which is an estimated 13.23% of the total liability. Westford remains in the top 25% of Massachusetts communities for funding the OPEB liability.

Voluntary Ancillary Lines of Coverage Renewal:

The Town went out to bid for its for Long Term Disability (LTD), Short Term Disability (STD), Voluntary Life, Town Life, and Retiree Life insurance as the utilization had significantly increased with a 204% life insurance loss ratio and a 240% STD loss ratio. The Town moved the coverage from Equitable to Standard Insurance to help mitigate the renewal increases. The STD premium increase with Standard Insurance is 124%, which was a reduction of 56.8% from the Equitable renewal. The \$10K/\$1,500 life premium increase with Standard Insurance is 153.46%, which was a reduction of 67.55% from the Equitable renewal. The supplemental life had a rate hold (0%), and the LTD premium was reduced by 1.83%.

The MetLife dental insurance utilization was 110% but due to the 2nd year negotiated rate cap the 18% increase was reduced by 12% (6%) for the period of November 1, 2024 – October 31, 2024.

The voluntary lines of coverage are all 100% paid by employees.

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:

- Support town and school staff in:
 - existing administrative applications
 - town owned devices
 - security and online safety
 - network connectivity
- Manage the purchase of technology assets in a responsible way.
- Provide enough devices for student and staff needs, including online testing.
- Support remote working as required by the departments.
- Develop the cybersecurity posture in line with recommendations.
- Manage the telephone systems.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
TECHNOLOGY DIRECTOR	143,470.09	149,267.00	152,252.00	152,252.00	155,297.00	158,403.00	2.00%	2,985.00
OFFICE MANAGER	27,069.65	33,425.00	34,263.00	34,263.00	36,188.00	36,327.00	2.51%	838.00
IT TECHNICIAN	92,963.14	94,742.00	94,742.00	94,742.00	94,742.00	94,742.00	0.00%	-
APPLICATIONS MANAGER	99,324.70	101,634.00	101,634.00	101,634.00	101,634.00	101,634.00	0.00%	-
LONGEVITY	2,350.00	2,600.00	2,600.00	2,600.00	3,100.00	3,100.00	0.00%	-
CATEGORY TOTAL	365,177.58	381,668.00	385,491.00	385,491.00	390,961.00	394,206.00	1.00%	3,823.00

EXPENSES	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
ELECTRICITY	6,881.89	7,141.00	7,141.00	7,141.00	7,200.00	7,300.00	0.00%	-
NATURAL GAS	1,510.68	2,297.00	2,297.00	2,297.00	2,500.00	2,600.00	0.00%	-
WATER	565.81	600.00	600.00	600.00	625.00	640.00	0.00%	-
BUILDING MAINTENANCE	-	-	-	-	-	-	-	-
COPIER MACHINE LEASE	1,058.95	1,519.00	-	-	-	-	-100.00%	(1,519.00)
NETWORK SUPPORT	18,603.29	34,247.00	36,029.00	36,029.00	36,618.00	37,560.00	5.20%	1,782.00
DATA COMMUNICATIONS SERVICE	28,078.61	27,500.00	29,000.00	29,000.00	29,500.00	29,500.00	5.45%	1,500.00
PRINTER SUPPORT	-	400.00	-	-	-	-	-100.00%	(400.00)
WORKSTATION SUPPORT	25,784.50	28,300.00	94,145.00	94,145.00	124,195.00	160,800.00	232.67%	65,845.00
SERVER SUPPORT	65,881.42	79,800.00	48,000.00	48,000.00	48,200.00	50,500.00	-39.85%	(31,800.00)
TRAINING & DEVELOPMENT	2,945.85	4,600.00	5,050.00	5,050.00	5,050.00	5,100.00	9.78%	450.00
MUNIS SOFTWARE SUPPORT	70,268.36	72,225.00	76,500.00	76,500.00	78,750.00	81,000.00	5.92%	4,275.00
CONTRACTED SERVICES	224,839.58	261,889.00	256,550.00	256,550.00	251,895.00	240,590.00	-2.04%	(5,339.00)
CONSULTING SERVICES	-	-	-	-	-	-	-	-
TELEPHONE	56,201.47	33,400.00	45,500.00	45,500.00	45,500.00	45,500.00	36.23%	12,100.00
CELLULAR PHONES / MOBILE DATA	64,032.60	38,960.00	52,956.00	52,956.00	52,956.00	52,956.00	35.92%	13,996.00
OFFICE SUPPLIES	38,422.22	33,750.00	36,020.00	36,020.00	36,050.00	37,250.00	6.73%	2,270.00
NETWORK HARDWARE	1,386.08	-	-	-	-	-	-	-
SERVER HARDWARE	316.79	2,000.00	-	-	-	-	-100.00%	(2,000.00)
WORKSTATION HARDWARE	6,809.30	-	-	-	-	-	-	-
TOWN COMPUTERS	-	-	-	-	-	-	-	-
SCHOOL COMPUTERS	-	-	-	-	-	-	-	-
MILEAGE	2,640.00	2,640.00	2,740.00	2,740.00	2,740.00	2,740.00	3.79%	100.00
MEETINGS & CONFERENCES	-	-	-	-	-	-	-	-
ENCUMBRANCES	4,473.99	-	-	-	-	-	-	-
CATEGORY TOTAL	620,701.39	631,268.00	692,528.00	692,528.00	721,779.00	754,036.00	9.70%	61,260.00
DEPARTMENT TOTAL	985,878.97	1,012,936.00	1,078,019.00	1,078,019.00	1,112,740.00	1,148,242.00	6.43%	65,083.00

Description of Changes:

The FY26 budget contains allowances for inflation, adjustments to realign projections versus actuals, and the following significant changes.

1. In FY25, the town plans to transition from mostly self-hosted Microsoft services to the recommended Microsoft Government Cloud services. This will significantly improve our security posture allowing us to implement multi-factor authentication and also achieve CJIS compliance for the Police Department. However, those services are far more expensive than the self-hosting ones. In FY25, we are heavily subsidizing those costs with money from other sources. In FY26, we have a smaller subsidy, and smaller again in FY27. Moving to these new services will allow us to cancel some other software licenses we have but those savings are small compared to the increased MS

licenses.

**** Impact on 530470 – Workstation Support (increased)**

**** Impact on 530490 – Server Support (decreased)**

2. We were far too optimistic in our projections of cost savings that we could obtain on telephone lines during FY24 and as a result we are going into FY25 with a budget deficit for those costs. During late FY24 and FY25 to date we have been more aggressive in finding those unused services and eliminating them. The budget figures for FY26 are below the actuals for FY24 to still reflect the savings that we are finding. Our ability to find savings is also compounded by the fact that the carriers are starting to increase the prices of the older technologies, such as copper connections, in order to incentivize their customers to convert.

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

3. While we have been successful in migrating more cell phone services to the less expensive and more reliable FirstNet system, and finding unused services to cancel, demand from departments for these services continues to be strong. Again, our FY26 request is higher than the FY25 budget, but is still less than the actual in FY24.

**** Impact on 534025 – Cellular Phones & Mobile Data (increased)**

Programs and Services Provided by the Technology Department

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

Telephones

- Manage the centralized VoIP telephone system
- Support existing telephone installations and assist with replacements
- Manage all town & school mobile phones
 - Billing recharge for schools and Water Dept

Software

- Version management and updates for centralized software
- Cross-billing to schools and Water Dept for application support charges
- Administer the town and schools 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

Security/Administration

- Establish and promote information security standards for the town and schools
- Educate staff on cybersecurity and conduct periodic testing
- Work with departments to ensure legal compliance with record retention and access control for information stored on computers
- Support the various public meetings with appropriate technology
- Oversee the centralized door access control systems and video recording systems
- Identify and promote technology changes which would improve services or increase efficiency in town departments

General

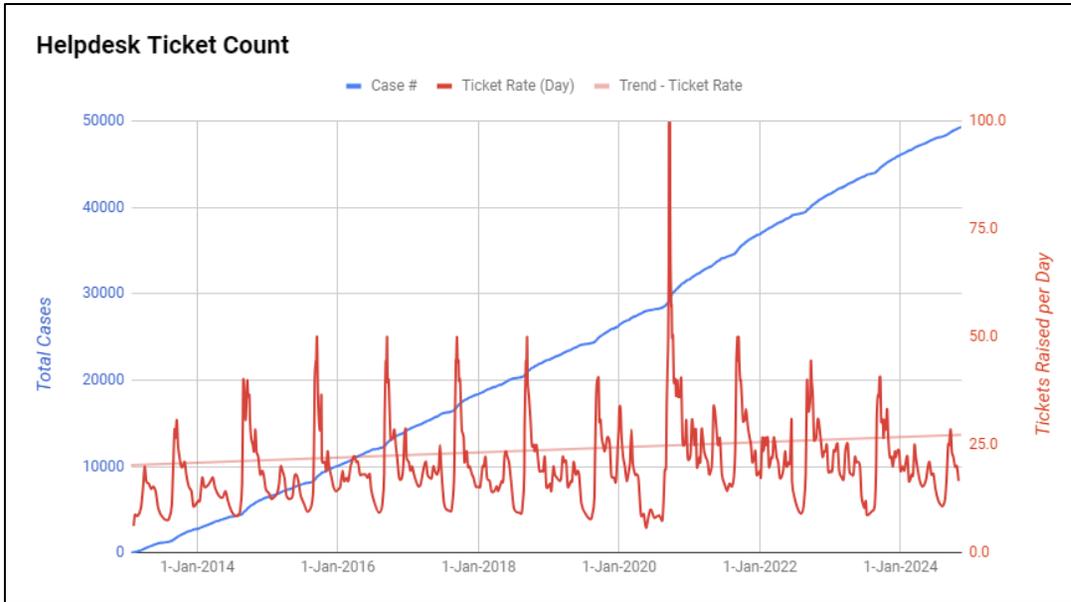
Here are the metrics for FY24 (shown with prior years for comparison).

Helpdesk

The system provides a web-based ticket tracking system with email notices to users and technicians. It also now acts as our central asset register (for town and school), and to a lesser extent as a software register. Broadly speaking a ticket is raised for every issue that is not quickly fixed at first contact. However, it is in the nature of issues that some can be resolved in 10 minutes while others may take days. The following table shows the number of tickets raised per month.

Month	2014	2015	2016	2017	2018	2109	2020	2021	2022	2023	2024
January	269	258	320	348	336	354	410	486	430	429	397
February	228	204	286	225	275	249	327	319	340	293	294
March	296	348	373	354	237	342	324	399	470	431	366
April	217	188	344	259	247	283	271	358	296	286	274
May	228	280	300	368	425	333	170	480	334	371	339
June	188	241	274	364	255	227	124	350	389	268	295
July	129	166	147	110	129	119	157	248	92	100	173
August	368	244	346	380	362	274	202	409	356	374	279
September	638	717	664	701	636	612	1,191	789	646	547	414
October	496	387	430	394	425	446	694	497	486	534	356
November	302	333	297	340	338	342	558	406	417	360	166*
December	283	223	421	258	241	250	406	337	356	343	
	3,642	3,598	4,202	4,101	3,895	3,831	4,834	5,078	4,612	4,336	

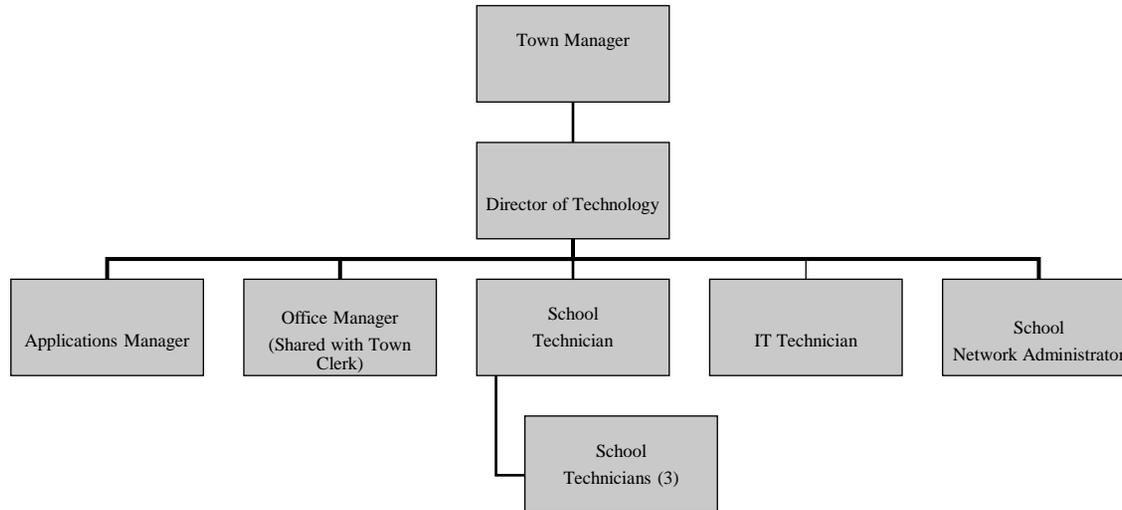
*November is not a complete month



Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	152,252.00	950.00	153,202.00
IT Technician	1.0	OPEIU	94,742.00	950.00	95,692.00
Applications Manager	1.0	OPEIU	101,634.00	700.00	102,334.00
Office Manager	0.5	OPEIU	34,263.00		34,263.00
Total Personal Services	3.5		382,891.00	2,600.00	385,491.00

Technology 2026



161 Town Clerk

Mission Statement:

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

Goals:

- Continue to streamline election related duties, particularly with Early Voting becoming increasingly popular, demanding more time and labor from town clerk staff as well as election officers.
- Continue to provide excellent customer service that the residents have come to expect despite the additional demands that in-person early voting and mail in voted have placed on our office.
- Continue to work with town departments and support their efforts to support Select Board/Town Manager goals. The Town Clerk's Office interacts with all the departments in some form or another. A good working relationship between the Town Clerk's Office and other town departments is key to success.

Description of Changes:

Personal Services

Town Clerk: There have been recent changes in personnel in the Town Clerk's office. The part-time Administrative Assistant retired in October, 2024 and the position is currently vacant. The Assistant Town Clerk was recently promoted to be the Operations Administrator in Public Safety Communications. The former Office Manager was recently promoted to Assistant Town Clerk, leaving the half-time Office Manager and half-time Administrative Assistant positions unstaffed. Our plan is to combine these two positions into one full-time Office Manager.

Election Worker and Registrar line items fluctuate from year to year with state primaries and elections. FY26 will only have the Annual Town Election and at least two Town Meetings. With over 19,000 voters, there is a need for potentially over 100 election workers to staff the polls on election day, assist with early voting, early processing and other election and Town Meeting related office functions. Town Meeting has also increased significantly in size. This change significantly increases the number of staff needed to ensure an efficient and effective check-in process. The state mandates a certain minimum number of workers at the polls. Only staff can use the State's voter database system and with mail in voting, the task has become time-consuming and burdensome. This results in overtime hours.

Expenses

Memberships to the Massachusetts Town Clerks Association, New England Town Clerks Association, and the Middlesex County City & Town Clerks Association is considered an essential learning tool and would be valuable to both the Town Clerk and the Assistant Town Clerk. While every effort is made to keep Early Voting expenses to a minimum, there are still added costs associated with this state mandated program. The vote-by mail option is extremely popular, and postage costs fluctuate with the cost of mailing. We do seek reimbursement from the state for the early voting mandates. These funds are deposited back to the general fund as revenue.

Programs & Services:

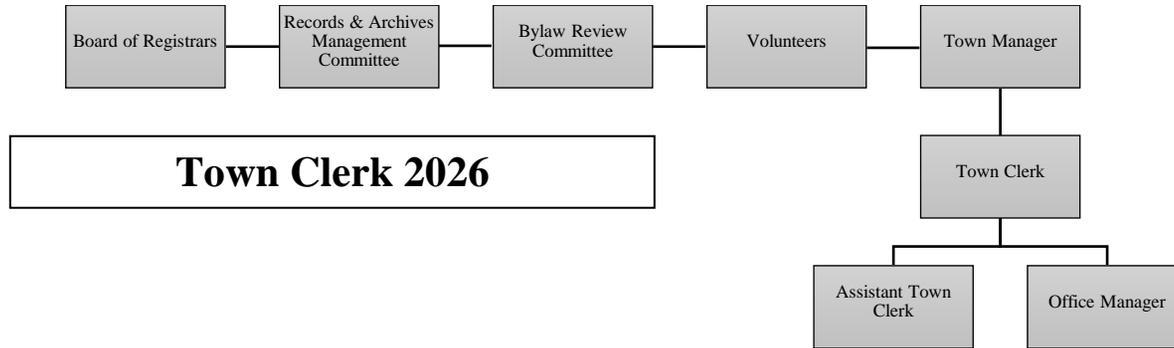
The Town Clerk's Office is charged with fulfilling many other state and locally mandated programs and services while also serving residents and the general public as a gateway to local government. Our annual calendar of compliance includes annual census mailing and street list production; elections administration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

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
TOWN CLERK	102,518.62	104,040.00	106,121.00	106,121.00	108,244.00	110,409.00	2.00%	2,081.00
ASST TOWN CLERK	85,134.91	87,172.00	87,172.00	87,172.00	87,172.00	87,506.00	0.00%	-
OFFICE MANAGER	26,824.68	34,263.00	63,883.00	63,883.00	68,525.00	72,653.00	86.45%	29,620.00
ADMINISTRATIVE ASSISTANT	28,913.05	29,620.00	-	-	-	-	-100.00%	(29,620.00)
ELECTION WORKERS	15,833.96	43,000.00	36,688.00	30,000.00	86,314.00	64,288.00	-30.23%	(13,000.00)
REGISTRARS	3,361.55	3,767.00	3,036.00	3,036.00	2,886.00	2,249.00	-19.41%	(731.00)
LONGEVITY	3,976.00	2,276.00	2,276.00	-	-	-	-100.00%	(2,276.00)
CATEGORY TOTAL	266,562.77	304,138.00	299,176.00	290,212.00	353,141.00	337,105.00	-4.58%	(13,926.00)
EXPENSES								
POSTAGE	13,133.43	22,485.00	10,000.00	14,000.00	16,000.00	15,000.00	-37.74%	(8,485.00)
ADVERTISING-LEGAL	1,017.15	2,100.00	3,100.00	3,100.00	4,100.00	5,100.00	47.62%	1,000.00
PRINTING SERVICES	5,038.38	10,000.00	12,000.00	8,000.00	13,000.00	14,000.00	-20.00%	(2,000.00)
RECORDS PRESERVATION	-	200.00	5,000.00	5,000.00	5,000.00	5,000.00	2400.00%	4,800.00
OFFICE SUPPLIES	1,695.55	700.00	1,600.00	1,600.00	1,600.00	1,600.00	128.57%	900.00
ELECTION RELATED SUPPLIES & SERVICES	15,495.02	10,000.00	12,000.00	12,000.00	17,000.00	13,000.00	20.00%	2,000.00
TRAVEL - MILEAGE	114.56	500.00	500.00	500.00	500.00	500.00	0.00%	-
MEETINGS & CONFERENCES	593.26	1,473.00	2,000.00	1,500.00	2,000.00	2,000.00	1.83%	27.00
DUES & MEMBERSHIPS	712.38	500.00	700.00	700.00	700.00	700.00	40.00%	200.00
ENCUMBRANCES								-
CATEGORY TOTAL	37,799.73	47,958.00	46,900.00	46,400.00	59,900.00	56,900.00	-3.25%	(1,558.00)
DEPARTMENT TOTAL	304,362.50	352,096.00	346,076.00	336,612.00	413,041.00	394,005.00	-4.40%	(15,484.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	106,121.00	-	106,121.00
Assistant Town Clerk	1.0	OPEIU	87,172.00	-	87,172.00
Office Manager	1.0	OPEIU	63,883.00	-	63,883.00
Election Workers			30,000.00		30,000.00
Registrars			3,036.00		3,036.00
Total Personal Services	3.5		290,212.00	0.00	290,212.00



Other Metrics:

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

At the Counter

In addition to issuing certified copies of vital records and dog licenses, the Town Clerk’s office is responsible for filing applications and decisions made by the Planning Board and Zoning Board of Appeals. The Town Clerk’s office works closely with the Permitting office to ensure that information is properly filed and available to the public as soon as possible.

The Town Clerk’s office issues several types of licenses that are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last several years are listed below.

Item	FY20	FY21	FY22	FY23	FY24
Bulk Stickers	4,640	6,235	5,908	4,624	3,729
Business Certificates	136	124	111	94	100
Dog licenses	2,349	2,675	2,421*	2,610	2,292
Flammable Storage Registration	37	40	36	30	30
Marriage Licenses	59	57	56*	61	72
Raffle Permits	8	10	10*	10	11
Certified Copies of Vital Records	1,299	1,458	1,546	1,493	1,430

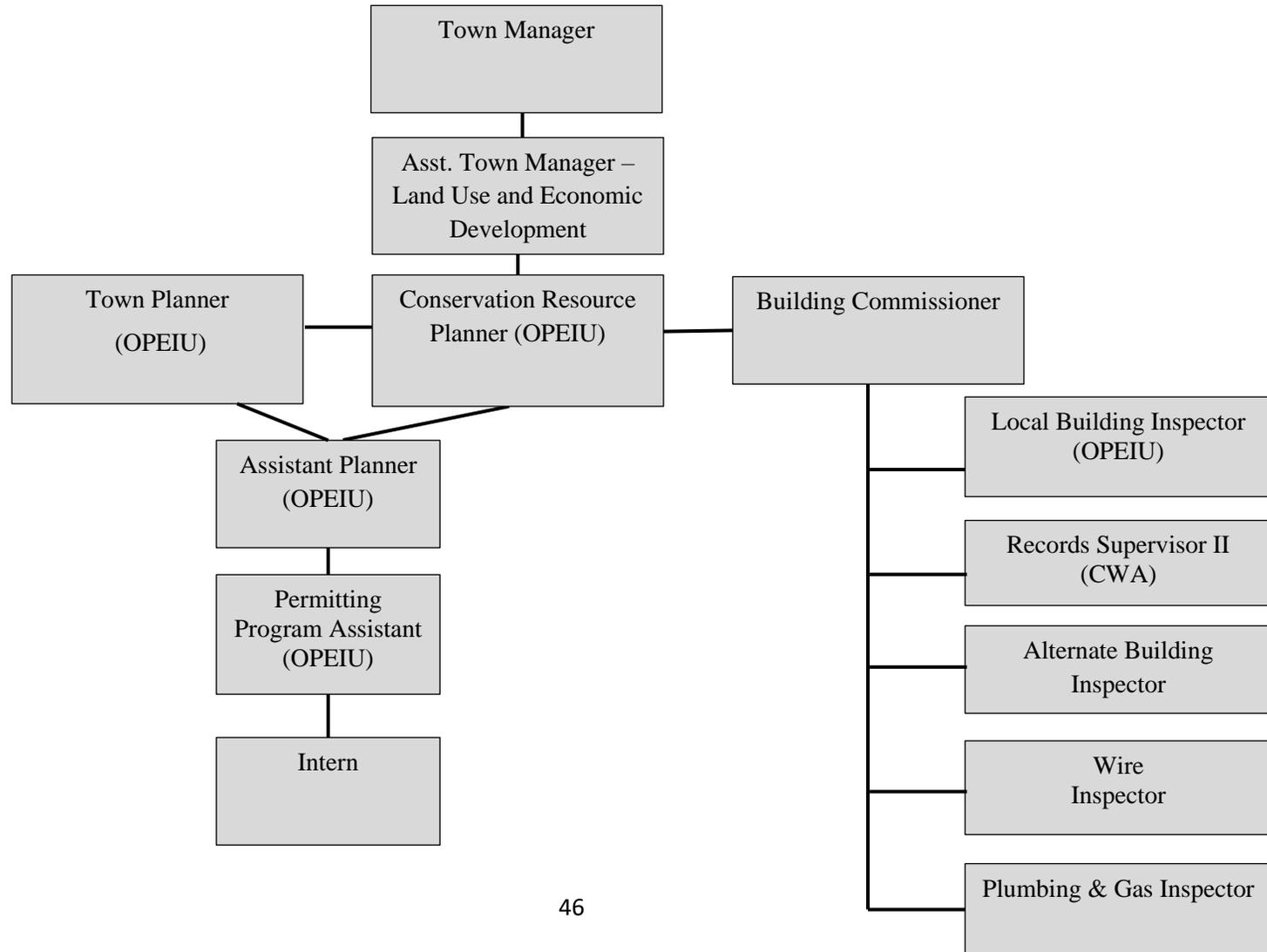
Select Board's Annual Licensing

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

	2020	2021	2022	2023	2024
All Alcohol Club	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	5
All Alcohol Innholder	2	2	2	2	2
All Alcohol Restaurant	18	16	18	18	16
Beer & Wine Package Store	5	5	5	5	5
Beer & Wine Restaurant	4	3	0	0	0
Common Victualler	57	54	49	48	54
Automatic Amusement	136	125	136	136	65
Class I New Car	1	1	1	1	1
Class II Used Car	5	7	8	5	5
Class III Junk Car	0	0	0	0	0
Junk Dealer	0	0	3	4	5

170 Permitting

Land Use Management Department 2026



**Summary:**

The Department of Land Use Management (Department) consists of Building, Conservation, Planning, and Zoning functions, which are overseen by the Assistant Town Manager – Land Use & Economic Development (one of the primary points of contact for residents, prospective residents, developers and both current and new businesses). The Department is the primary conduit for guiding the vision and implementation of long-range development and planning for the town, primarily through the Comprehensive Master Plan, Strategic Plan, and other long-range planning documents. Staff provides professional support to several land use boards and commissions (Boards) including, but not limited to, the Conservation Commission, Planning Board, and Zoning Board of Appeals. These Boards review various land use applications according to their respective jurisdictions. The Department and Boards work collaboratively to enforce the Zoning Bylaw, the Building Code, portions of the General Bylaws (including the Non-Zoning Wetlands Bylaw), and administration of the Wetlands Protection Act. The Department works closely with Town Counsel on many matters related to land use applications, appeals, land acquisition, and zoning enforcement. The Department provides support to the Town Manager and the Select Board on an as-needed basis.

Additionally, staff may participate with or provide support to several committees, including the Economic Development Committee, the Affordable Housing Trust Committee, Healthy Westford Committee, Healthy Lakes and Ponds Collaborative, and miscellaneous Task Forces and Working Groups. The Department manages and tracks a variety of financial accounts such as the Affordable Housing Trust Fund, Developer Performance Bonds and Escrows, Peer Review Escrow accounts, development mitigation accounts, and Conservation, Planning, and Zoning permitting fees.

Goals for FY26:

1. Administer the Town's bylaw that relates to the new Section 3A of M.G.L. Chapter 40A that requires Westford to provide a district permitting multi-family housing as of right;
2. Continue to make progress developing a tiered site plan review (administrative, minor, major) system with the Planning Board to simplify the overall permitting process, particularly for the small business community;
3. Furthering the strategic outcome areas of Diverse and Attainable Housing Options and Intentional and Appropriate Economic Growth.
4. Continue exploring ways to create additional commercial opportunities in town, and to streamline the permitting process;
5. Amend the zoning bylaw to account for new floodplain maps to maintain the town's status as a National Flood Insurance Community.
6. Continue to train and cross-train staff to ensure that accurate information is consistently provided;
7. Continue to increase transparency of Boards by making information more readily available to the public;
8. As a fully compliant MBTA Community, pursue Catalyst Fund opportunities to help ensure the bet quality multi-family development occurs within the MCMOD
9. Amend the zoning bylaw relative to Accessory Dwelling Units (ADU) due to recent changes brought about by the Affordable Homes Act; and
10. Work to update the Town's Open Space and Recreation Plan, which is set to expire in August 2025.

Summary of Land Use Boards Supported by Department

Fiscal Year	Conservation Commission	Planning Board		Zoning Board of Appeals		Totals
FY12	69	51		37		157
FY13	47	52		52		151
FY14	48	40	6*	50	8*	138 (14)*
FY15	41	49	11*	37	6*	127 (17)*
FY16	84	35	20*	72	6*	191 (26)*
FY17	80	32	7*	40	15*	152 (22)*
FY18	58	28	22*	48	13*	134 (35)*
FY19	51	31	8*	58	0	140 (8)*
FY20	55	37	5*	43	0	135 (5)*
FY21	58	31	10*	32	0	121 (10)*
FY22	86	36	5*	42	0	164 (5)*
FY23	91	39	4	26	0	152 (4)*
FY24	94	24	9	10	0	139 (9)*

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

**Denotes administrative approvals*

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
ASST. TM - LAND USE AND ECONOMIC DEVELOPMENT	134,931.67	150,338.00	153,345.00	153,345.00	156,412.00	159,540.00	2.00%	3,007.00
ASSISTANT PLANNER	77,310.72	81,817.00	83,859.00	83,859.00	85,955.00	89,401.00	2.50%	2,042.00
PERMITTING PROGRAM ASST	42,606.82	81,023.00	81,023.00	81,023.00	81,023.00	81,333.00	0.00%	-
OTHER SUPPORT STAFF	-	-	3,000.00	-	3,000.00	3,000.00	-	-
INTERN	610.00	-	-	-	-	-	-	-
SCHEDULED OVERTIME	-	-	-	-	-	-	-	-
LONGEVITY	1,650.00	1,650.00	2,600.00	2,600.00	2,600.00	2,850.00	57.58%	950.00
CATEGORY TOTAL	257,109.21	314,828.00	323,827.00	320,827.00	328,990.00	336,124.00	1.91%	5,999.00
EXPENSES								
CLOTHING ALLOWANCE	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
CONTRACTED SERVICES	40,754.04	41,570.00	42,401.00	42,401.00	43,250.00	44,115.00	2.00%	831.00
POSTAGE	-	-	-	-	-	-	-	-
OFFICE SUPPLIES	2,897.94	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
TRAVEL-MILEAGE	1,200.00	2,700.00	2,700.00	1,500.00	2,700.00	2,700.00	-44.44%	(1,200.00)
MEETINGS & CONFERENCES	-	600.00	600.00	600.00	600.00	600.00	0.00%	-
DUES AND MEMBERSHIPS	295.00	1,062.00	1,062.00	1,062.00	1,062.00	1,062.00	0.00%	-
ENCUMBRANCES	1,570.00	-	-	-	-	-	-	-
CATEGORY TOTAL	46,716.98	49,332.00	50,163.00	48,963.00	51,012.00	51,877.00	-0.75%	(369.00)
DEPARTMENT TOTAL	303,826.19	364,160.00	373,990.00	369,790.00	380,002.00	388,001.00	1.55%	5,630.00

Description of Changes:

Personal Services changes consist of a \$5,999 increase due to salary non-union and contractual increases. There is also a \$1,200 decrease under Travel-Mileage for personal vehicle usage by Town staff to reflect the FY24 actual usage. Employees conduct site visits to ensure projects are constructed in accordance with Board approvals and meetings with residents and prospective developers, so they are reimbursed for mileage. Lastly, there is an \$831 increase to Contracted Services per contract with the Westford Housing Authority.

Programs & Services:

Assistant Town Manager - Land Use & Economic Development

1. Manages and coordinates staff resources for Building, Conservation, Planning, and Zoning Departments;
2. Provides support to the Town Manager, Select Board and other committees on an as-needed basis;
3. Consults with Town Counsel on land use matters, enforcement, appeals, land acquisitions, and training;
4. Coordinates with the Affordable Housing Trust Committee;
6. Manages financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund; and
7. Prepares Departmental budgets and staff evaluations, and mentors staff.

Assistant Planner

1. Provides technical support to the Assistant Town Manager – Land Use & Economic Development, Town Planner, and Conservation Resource Planner for land use applications including legal notices, agendas, staff reports, pre-application meetings with applicants, site visits, and other work as directed;
2. Assists with reviewing applications for completeness;
3. Assists with tracking of projects for lapses of approval, recording of decisions, orders of conditions, and certificates of compliance; and
4. Assists Conservation Resource Planner with land management, stewardship, and land acquisition projects as directed.

Permitting Program Assistant

1. Provides support to Conservation, Planning, and Zoning;
2. Coordinates payments of invoices and accounting for all Conservation, Planning and Zoning Developer Escrow and Bond accounts;
3. Maintains, tracks, and reports establishment and releases of developer performance bonds;
4. Maintains, tracks, and reports accounting for the Affordable Housing Trust Fund;
5. Coordinates all land use applications for Conservation Commission, Planning Board, and Zoning Board of Appeals; and
6. Coordinates preparation of meeting packets for Conservation Commission, Planning Board, Board of Appeals, and other committees as directed.

Personnel:

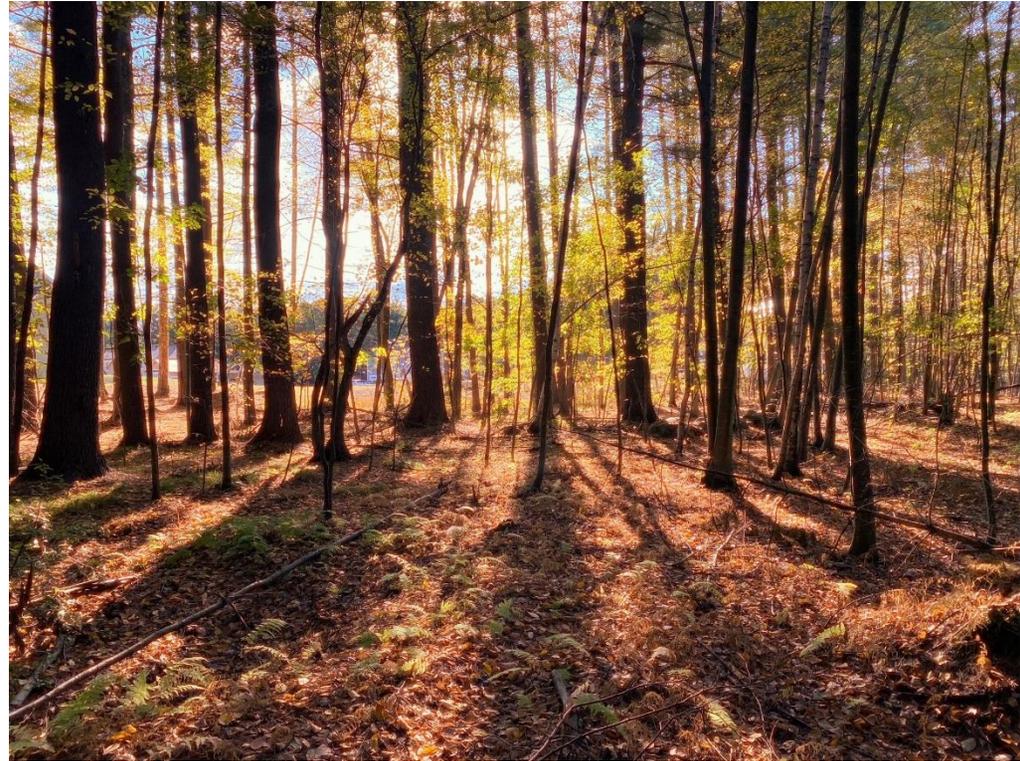
Position	FTE	Unit	Salary	Longevity	Total
Asst. TM - Land Use and Economic Development	1.0	EXEM	153,345.00	950.00	154,295.00
Asst. Planner	1.0	OPEIU	83,859.00	700.00	84,559.00
Permitting Program Asst	1.0	OPEIU	81,023.00	950.00	81,973.00
Total Personal Services	3.0		318,227.00	2,600.00	320,827.00

171 Conservation**Mission Statement:**

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

The Department and Commission may assist other organizations with similar missions such as the private Westford Conservation Trust, Westford Land Preservation Foundation, the Healthy Lakes and Ponds Collaborative, the Westford Stream-Team, and the Healthy Westford Committee.

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

**Goals for FY26**

- Update the 2018 Open Space and Recreation Plan Goals and Objectives.
- Continue to reduce paper copies of permit documents through archive processes and lower output of paper copies by use of electronic devices.
- Review and update, as needed, Wetland Bylaw filing fees.

Description of Changes:

The proposed changes consist of a \$3,895 increase to Personal Services per OPEIU contract. Additionally, there is a \$100 increase to the Meetings & Conferences line item and a \$50 increase to the Dues and Memberships line item to level service professional memberships for staff and Conservation Commission members.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
CONSERVATION RESOURCE PLANNER	92,084.22	96,274.00	100,169.00	100,169.00	101,634.00	101,634.00	4.05%	3,895.00
SEASONAL STAFF	-	7,350.00	7,350.00	7,350.00	7,350.00	7,350.00	0.00%	-
LONGEVITY	700.00	700.00	700.00	700.00	700.00	700.00	0.00%	-
CATEGORY TOTAL	92,784.22	104,324.00	108,219.00	108,219.00	109,684.00	109,684.00	3.73%	3,895.00
EXPENSES								
UNIFORM ALLOWANCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
CONTRACTED CLERICAL SERVICES	3,885.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	220.06	1,000.00	1,000.00	1,000.00	1,200.00	1,400.00	0.00%	-
CONSERVATION SUPPLIES	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL - MILEAGE	100.22	690.00	690.00	690.00	725.00	750.00	0.00%	-
MEETINGS & CONFERENCES	79.00	50.00	150.00	150.00	300.00	450.00	200.00%	100.00
DUES AND MEMBERSHIPS	829.00	970.00	1,020.00	1,020.00	1,070.00	1,070.00	5.15%	50.00
ENCUMBRANCES	684.00							-
CATEGORY TOTAL	5,797.28	7,650.00	7,800.00	7,800.00	8,235.00	8,610.00	1.96%	150.00
DEPARTMENT TOTAL	98,581.50	111,974.00	116,019.00	116,019.00	117,919.00	118,294.00	3.61%	4,045.00

Programs & Services:

1. Assist residents and applicants with permitting pursuant to the MA Wetlands Protection Act (WPA) and the Westford Non-Zoning Wetlands Bylaw (Wetlands Bylaw).
2. Conservation Resource Planner works with Assistant Planner and Permitting Program Assistant to provide high level, professional customer service.
3. Issue permits pursuant to the WPA and the Wetlands Bylaw.
4. Enforce the WPA and the Wetlands Bylaw and associated regulations.

5. Conservation Resource Planner and Assistant Planner support the Conservation Commission by providing draft decisions and regulatory documents.
6. Conservation Resource Planner reviews and approves building permits for compliance with the WPA and the Wetlands Bylaw.
7. Provide technical review of projects brought to other Town boards and committees related to the WPA, the Wetlands Bylaw, and conserved land.
8. When opportunities for open space land acquisition arise, provide professional advice to protect land through a variety of tools including acquisitions, gifts, and restrictions.
9. Conducts inspections to ensure consistency with Conservation Commission approvals.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Conservation Resource Planner	1.0	OPEIU	100,169.00	700.00	100,869.00
Seasonal Staff			7,350.00		7,350.00
Total Personal Services	1.0		107,519.00	700.00	108,219.00

175 Planning Board

Mission Statement:

The Planning Board plays a vital role in overseeing the implementation of the Town’s Master Plan through intentional and appropriate economic growth and development of our community. The Board strives to protect public safety, interests, and welfare of the residents and businesses for all projects within its purview.

The Land Use Management Department (“LUMD”) features the Assistant Town Manager - Land Use & Economic Development, Town Planner, Assistant Planner, and Permitting Program Assistant, all of whom provide professional support to the Planning Board. The Planning Board consists of five (5) elected members serving for 5-year staggered terms. The Planning Board is granted authority under Massachusetts General Laws Chapter 41 Sections 81A, 81D, and 81K through 81GG (Establishment, Master Plan, Subdivision Control Law, respectively), Chapter 40 Section 15C (Scenic Roads Act), Chapter 40A Section 5 (Adoption and Amendment of Zoning Bylaw), the Town of Westford Zoning Bylaw, and the Town of Westford General Bylaws.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
TOWN PLANNER	98,169.23	100,132.00	100,132.00	100,132.00	100,132.00	100,132.00	0.00%	-
LONGEVITY	-				700.00	700.00		-
CATEGORY TOTAL	98,169.23	100,132.00	100,132.00	100,132.00	100,832.00	100,832.00	0.00%	-
EXPENSES								
CLOTHING ALLOWANCE	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
CONTRACTED CLERICAL SERVICES	3,145.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
PRINTING SERVICES	-	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
REGISTRY EXPENSES	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
PLANNING STUDIES	10,704.49	-	16,380.00	5,000.00	17,199.00	18,059.00		5,000.00
TRAVEL-MILEAGE	92.88	300.00	300.00	300.00	300.00	300.00	0.00%	-
MEETINGS & CONFERENCES	178.64	1,188.00	1,238.00	1,238.00	1,238.00	1,238.00	4.21%	50.00
DUES & MEMBERSHIPS	812.00	581.00	581.00	581.00	581.00	581.00	0.00%	-
ENCUMBRANCES	370.00							-
CATEGORY TOTAL	17,803.01	10,709.00	27,139.00	15,759.00	27,958.00	28,818.00	47.16%	5,050.00
DEPARTMENT TOTAL	115,972.24	110,841.00	127,271.00	115,891.00	128,790.00	129,650.00	4.56%	5,050.00

Goals for FY26

- Diverse and Attainable Housing Options:
 - Connect with various stakeholders through public planning processes in and around the Town's MBTA Communities Overlay District, Route 40, and the Graniteville neighborhood to cultivate an engaged community that will generate strategies to help address the housing, social, and economic development needs of these areas.
- Intentional and Appropriate Economic Growth:
 - To make progress towards a tiered Site Plan Review process (Administrative, Minor, Major) to streamline the permitting process.
 - To continue exploring ways to amend the zoning bylaw to simplify the permitting process and enhance commercial development opportunities.
- Other Goals:
 - To explore grant opportunities and conduct planning studies to implement goals and objectives from the Comprehensive Master Plan, Housing Production Plan, and applicable resolutions from Town Meeting.

Description of Changes:

There is no increase to the Personal Services budget as the OPEIU contract expires on June 30, 2025. There is a \$5,000 increase in Planning Studies where this item may serve to act as matching funds for grant applications. Specifically, the LUMD seeks to obtain consultant support to implement goals and strategies identified in several ongoing planning efforts, such as planning within the MCMOD area or strategies identified by the Town's Economic Development Consultant. A \$50 increase in the meetings/ conferences item is due to a modest increase in the cost of the Citizen Planner Training Collaborative training offered to Board members and staff. The LUMD will continue to focus on working with the Economic Development Committee as well as business and property owners on economic development initiatives, including marketing and branding programs to promote the town as an attractive destination for commercial development, and as necessary, obtain consultant support for possible zoning amendments.

Programs & Services

The Planning Board is responsible for:

- Conducting Site Plan Reviews of changes in use, construction of multi-family or non-residential developments, or redevelopments.
- Adopting, implementing, and amending the Comprehensive Master Plan.
- Conducting planning studies as needed.

- Being the local authority for the Subdivision Control Law, and reviewing all preliminary and definitive subdivision applications, as well as Approval Not Required (ANR) Plans.
- Reviewing and issuing Scenic Road Permits.
- Being delegated as the Stormwater Authority and issuing Stormwater Management Permits.
- Issuing Earth Removal Permits or providing recommendations to the Select Board.
- Continue planning efforts and review applications for projects within the MCMOD district.
- Being the Special Permit Granting Authority (SPGA) for Open Space Residential Developments, Flexible Developments, Signs, Assisted Living Facilities, Essential Services, Large-Scale Solar Energy Systems (in RA, B, and BL zoning districts), Major Commercial/Retail Projects, Planned Commercial/Industrial Developments, Warehouses, Drive-up /Drive-through Facilities (except restaurants), and others.
- Reviewing and making recommendations to Town Meeting about proposed zoning bylaw amendments.

Personnel

Position	FTE	Unit	Salary	Longevity	Total
Town Planner	1.0	OPEIU	100,132.00	-	100,132.00
Total Personal Services	1.0		100,132.00	-	100,132.00

176 Zoning Board of Appeals

Mission Statement:

The Zoning Board of Appeals (ZBA) consists of five (5) members and two (2) associate members appointed by the Select Board. The ZBA is a quasi-judicial body granted authority under Massachusetts General Laws Chapters 40A and 40B, and the Town of Westford Zoning Bylaw. The ZBA considers petitions for special permits, variances, comprehensive permits, and appeals of decisions by the Building Commission or other administrative officers.

Goals for FY26

- *Diverse and Attainable Housing Options:*
 - Work with the Land Use Management Department on any potential zoning bylaw changes regarding Accessory Dwelling Units as the Affordable Homes Act passed by the State takes effect.
- *Other Goals:*
 - Draft policies and procedures regarding submission of application materials and public comments.
 - Process applications and render decisions in a timely manner with a high degree of professionalism.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
CONTRACTUAL CLERICAL SERVICES	1,665.00	2,405.00	2,405.00	2,405.00	2,405.00	2,405.00	0.00%	-
MEETINGS & CONFERENCES	-	-	295.00	295.00	295.00	295.00		295.00
ENCUMBRANCES								-
CATEGORY TOTAL	1,665.00	2,405.00	2,700.00	2,700.00	2,700.00	2,700.00	12.27%	295.00
DEPARTMENT TOTAL	1,665.00	2,405.00	2,700.00	2,700.00	2,700.00	2,700.00	12.27%	295.00

Description of Changes:

There is a proposed increase of \$295 from the FY25 budget. This would allow for the opportunity for each board member to attend 1 Citizen Planner Training Collaborative workshop and would cover a modest mileage allowance for Town staff to conduct site visits for projects under construction to ensure conditions of approval from the Board are enforced.

Programs & Services:

The ZBA meets monthly to review applications for special permits, variances, comprehensive permits, and appeals of administrative decisions. They are also the special permit granting authority (SPGA) for radio telecommunication facilities (cell towers), conversion of dwelling, cemeteries, hospitals/clinics, motor vehicle services/repair establishments, nursing/convalescent homes, indoor/outdoor commercial recreation, winter commercial recreation, golf courses, adult entertainment establishments, body art establishments, adult day care facilities, and others.

192 Town Hall

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
CUSTODIANS	45,442.94	46,526.00	46,526.00	46,526.00	46,526.00	46,749.00	0.00%	-
OVERTIME	1,405.55	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
LONGEVITY	1,700.00	1,700.00	2,200.00	2,200.00	2,200.00	2,200.00	29.41%	500.00
CATEGORY TOTAL	48,548.49	50,226.00	50,726.00	50,726.00	50,726.00	50,949.00	1.00%	500.00
EXPENSES								
CLOTHING ALLOWANCE	600.00	600.00	600.00	600.00	600.00	600.00	0.00%	-
ELECTRICITY	15,825.81	21,558.00	21,558.00	21,558.00	21,558.00	21,558.00	0.00%	-
HEATING FUEL	7,903.35	9,201.00	9,201.00	9,201.00	9,201.00	9,201.00	0.00%	-
WATER	2,357.01	2,440.00	2,440.00	2,440.00	2,440.00	2,440.00	0.00%	-
BUILDING MAINTENANCE	242.83	-	-	-	-	-	-	-
GROUNDS MAINTENANCE	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
VEHICLE MAINTENANCE	-	-	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	22.67	250.00	250.00	250.00	250.00	250.00	0.00%	-
OFFICE EQUIPMENT MAINTENANCE	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
POSTAGE METER RENTAL	2,104.53	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00	0.00%	-
POSTAGE	17,717.16	21,500.00	21,000.00	21,000.00	21,000.00	21,000.00	-2.33%	(500.00)
GASOLINE	-	-	-	-	-	-	-	-
OFFICE SUPPLIES	-	-	-	-	-	-	-	-
COPIER SUPPLIES	3,130.68	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
FORMS/PRINTING	-	-	-	-	-	-	-	-
BULDING MAINTENANCE SUPPLIES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
CUSTODIAL/CLEANING SUPPLIES	3,211.13	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
FILTERED WATER STATION RENTAL	215.68	400.00	400.00	400.00	400.00	400.00	0.00%	-
TRAVEL - MILEAGE	743.09	800.00	800.00	800.00	800.00	800.00	0.00%	-
ENCUMBRANCES	2,029.32	-	-	-	-	-	-	-
CATEGORY TOTAL	56,103.26	65,599.00	65,099.00	65,099.00	65,099.00	65,099.00	-0.76%	(500.00)
DEPARTMENT TOTAL	104,651.75	115,825.00	115,825.00	115,825.00	115,825.00	116,048.00	0.00%	-

Description of Changes:

1. Personal Services is increasing by \$500 in longevity for our custodian.
2. There is a slight decrease to the postage account to reflect the FY24 actual amount spent but allows for an increase in postage rates.

Programs & Services:

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

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Custodian	0.8	CWA	46,526.00	2,200.00	48,726.00
Overtime			2,000.00		2,000.00
Total Personal Services	0.8		48,526.00	2,200.00	50,726.00

Other Information:

The Town Hall is open Monday through Friday from 8 AM to 4 PM. Beginning January 6, 2024, the Town Hall will be open Monday, Wednesday and Thursday 8AM to 4 PM, Tuesday 8AM-6:30PM and Friday 8AM-1PM. We are piloting this change to determine if the hours will better serve our residents and will be more competitive in the market to attract employees to Town Hall positions.

199 Public Buildings & Properties Maintenance

Mission Statement: The mission of the Westford Facilities Department is to maintain a safe and healthy environment in all of our buildings that will positively impact all stakeholders and visitors of each building. Our objective is to provide the highest quality of services, while treating each member of the community with courtesy and respect. Collectively, the Facilities Department is committed to sustainable and efficient infrastructure, designed to promote a greener community. The department has placed additional emphasis on proactively implementing procedures and systems that will safeguard all building occupants. We are a team ready and willing to support the Town of Westford.

Goals

1. Utilize the 199 Public Buildings budget to develop efficiencies between and within public buildings to include the schools and the maintenance staff. These efficiencies will consist of operations, procurement, and general maintenance.
2. Continue to find opportunities for additional proactive maintenance of all mechanical systems which will reduce the amount of unexpected expenses resulting from failed equipment and systems.
3. Investigate and recommend cost saving and avoidance measures.
4. Continue to utilize the Brightly computerized maintenance management system to improve customer services and yield analytical data that will support various future justifications.
5. Work with the Permanent Town Building and Clean Energy and Sustainability committees to build and implement sustainable and efficient projects to align with the town resolution of carbon neutrality by 2050.

Description of Changes:

In FY24, the 199 Public Buildings & Properties Maintenance budget saw significant increases in both HVAC Maintenance and the Fire Alarm Maintenance budget line items. So far, FY25 appears to be trending in the same direction. The main reason for the increase in HVAC Maintenance was that our in-house HVAC Maintenance Technician who worked for the district for the past 18 years was out on leave for a significant part of FY24 and then formally retired in June 2024. We have backfilled that position but were not able to fill that role with a licensed HVAC Technician due to budgetary constraints. I anticipate that we will have to continue to outsource the majority of our HVAC work for the foreseeable future, which will be an added expense to the town.

The other budget that saw significant increases this past year is for Fire Alarm Maintenance. This is due in large part to the fact that for the past several years, the town and schools have used a local company called BEF for all Fire Alarm and Sprinkler Testing and services that provided a lot of value to the town. They were bought out last year by a larger company called Encore Fire Protection and this led to a drastic increase in cost compared to what we were used to with BEF. Our plan is to put out a new fire services bid in the spring which will go into effect July 1, 2025. The amount we are requesting in FY26 is based on what we are anticipating for increases with the new contract and also provides some contingency for any unforeseen repairs or service calls for systems throughout the year.

Other increases include an additional \$460 for shredding services. This is based on what we actually spent of shredding in FY25 so far and we anticipate there may be more shredding next year if we proceed with our initiative to reduce the amount of paper and file storage we have at Town hall.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
FACILITIES DIRECTOR	50,902.28	54,800.00	55,896.00	55,896.00	57,014.00	58,155.00	2.00%	1,096.00
OFFICE MANAGER	19,218.83	19,699.00	20,093.00	20,093.00	20,495.00	20,905.00	2.00%	394.00
CUSTODIAL SUPERVISOR	-	7,088.00	7,230.00	7,230.00	7,375.00	7,523.00		
FACILITIES OPERATIONS SUPERVISOR	-	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
CUSTODIAN	11,360.96	11,587.00	11,587.00	11,587.00	11,587.00	11,587.00	0.00%	-
OVERTIME	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
LONGEVITY	-							-
CATEGORY TOTAL	81,482.07	96,674.00	98,306.00	98,306.00	99,971.00	101,670.00	1.54%	1,490.00
EXPENSES								
ELECTRICITY	6,016.17	6,242.00	6,367.00	6,367.00	6,494.00	6,624.00	2.00%	125.00
HEATING FUEL	413.82	1,560.00	1,560.00	1,560.00	1,624.00	1,657.00	0.00%	-
WATER	160.00	52.00	160.00	160.00	54.00	55.00	207.69%	108.00
BUILDING MAINTENANCE	18,162.60	42,009.00	50,389.00	50,389.00	51,287.00	52,313.00	19.95%	8,380.00
GROUNDS MAINTENANCE	651.18	306.00	306.00	306.00	318.00	324.00	0.00%	-
EQUIPMENT MAINTENANCE	-	2,000.00	2,000.00	2,000.00	2,000.00	2,040.00	0.00%	-
BLDG MAINT SVCS - HVAC	58,398.91	26,000.00	34,122.00	34,122.00	34,684.00	35,378.00	31.24%	8,122.00
BLDG MAINT SVCS -PLUMBING	2,352.66	2,000.00	2,000.00	2,000.00	2,123.00	2,165.00	0.00%	-
BLDG MAINT SVCS -ELECTRICAL REPAIRS / G	7,127.09	9,623.00	9,800.00	9,800.00	9,958.00	10,157.00	1.84%	177.00
BLDG MAINT SVCS -PAINT	-							-
BLDG MAINT SVCS -ROOF	-	1,040.00	1,040.00	1,040.00	1,083.00	1,105.00	0.00%	-
BLDG MAINT - PEST MANAGEMENT	9,320.00	9,211.00	9,500.00	9,500.00	9,583.00	9,775.00	3.14%	289.00
BLDG MAINT SVCS -ELEVATOR	12,141.35	16,125.00	16,350.00	16,350.00	16,671.00	17,004.00	1.40%	225.00
BLDG MAINT - FIRE ALARM	18,212.52	10,683.00	25,000.00	25,000.00	25,000.00	25,000.00	134.02%	14,317.00
BLDG MAINT - SECURITY	3,846.65	5,202.00	5,202.00	5,202.00	5,412.00	5,520.00	0.00%	-
TRAINING & DEVELOPMENT	350.00	1,020.00	1,020.00	1,020.00	1,060.00	1,081.00	0.00%	-
CONTRACTED SERVICES	2,000.00	2,070.00	2,070.00	2,070.00	2,153.00	2,196.00	0.00%	-
SHREDDING SERVICES	975.00	2,040.00	2,500.00	2,500.00	2,121.00	2,163.00	22.55%	460.00
TRAVEL - MILEAGE	1,200.00	1,224.00	1,224.00	1,224.00	1,272.00	1,297.00	0.00%	-
STORMWATER UTILITY FEE	26,100.00	28,650.00	29,150.00	29,150.00	29,150.00	29,150.00	1.75%	500.00
ENCUMBRANCES	1,833.97							-
CATEGORY TOTAL	169,261.92	167,057.00	199,760.00	199,760.00	202,047.00	205,004.00	19.58%	32,703.00
DEPARTMENT TOTAL	250,743.99	263,731.00	298,066.00	298,066.00	302,018.00	306,674.00	12.97%	34,193.00

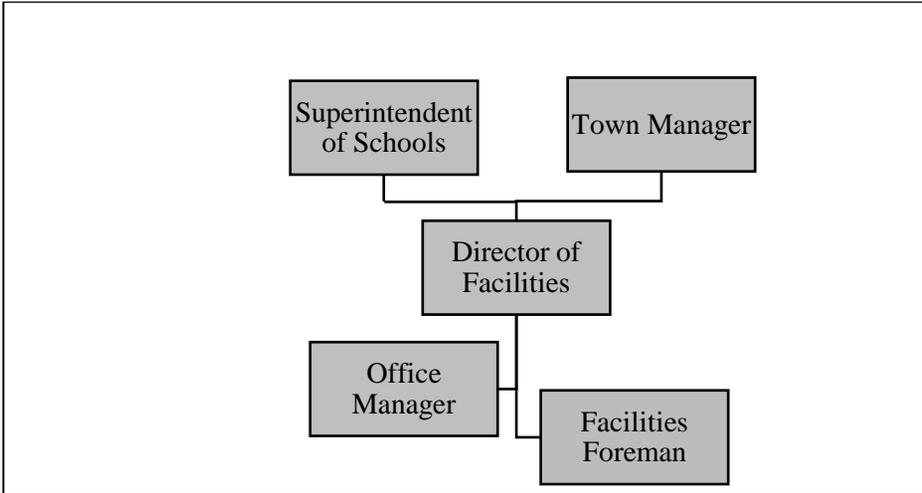
Programs and Services

- Provide immediate response to all facilities related concerns.
- Evaluate, recommend, and implement cost saving and reduction plans and systems.
- Facilitate and coordinate the addition, renovation, repair, or services of any project.
- Recommend, install, and maintain safety systems and procedures.
- Maintain and ensure a safe environment for all building occupants to visit and work at each day.
- Implement sustainable and efficient practices designed to prolong the life and longevity of each building.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Facilities Director	0.4	EXEM	55,896.00		55,896.00
Office Manager	0.2	NON	20,093.00		20,093.00
Custodial Supervisor	0.1	EXEM	7,230.00		7,230.00
Facilities Foreman		CUST	3,000.00		3,000.00
Custodian	0.2	CWA	11,587.00		11,587.00
Overtime			500.00		500.00
Total Personal Services	0.9		98,306.00	-	98,306.00

**Public Buildings & Properties
Maintenance 2026**



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 members of the community in a manner that affirms the fair and equitable treatment of all. 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 impartial, high-quality, accountable police services that ensure everyone has a safe place to live, work, and visit.

Goals:

- Maintenance of the highest standards of integrity and ethics
- Protection of constitutional rights and delivering bias free policing
- Problem solving for continuous improvement
- Engage the community through various programs including the Community Event Team
- Performing public service and law enforcement tasks so as to provide leadership to the police profession
- Work with mental health professionals to assist those in need and increase our knowledge of mental health through training and apply principles learned
- Continue to work in collaboration with the Pedestrian Safety Committee and other town boards and committees to address areas of concern
- Continue to work with the Diversity, Equity, and Inclusion Committee to advance equity and diversity where deficiencies are identified

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
POLICE CHIEF	181,848.71	189,196.00	192,980.00	192,980.00	196,839.00	200,776.00	2.00%	3,784.00
DEPUTY CHIEF	185,249.61	192,734.00	196,589.00	196,589.00	200,520.00	204,531.00	2.00%	3,855.00
CAPTAIN	280,244.76	314,884.00	300,829.00	300,829.00	312,280.00	316,090.00	-4.46%	(14,055.00)
LIEUTENANTS	514,479.61	536,864.00	528,173.00	528,173.00	535,886.00	537,939.00	-1.62%	(8,691.00)
SERGEANTS	826,490.25	888,118.00	831,977.00	831,977.00	847,872.00	867,548.00	-6.32%	(56,141.00)
PATROLMEN	2,141,053.01	2,459,686.00	2,459,646.00	2,459,646.00	2,469,121.00	2,525,249.00	0.00%	(40.00)
OFFICE MANAGER	71,744.40	73,461.00	73,461.00	73,461.00	73,461.00	73,743.00	0.00%	-
RECORDS SUPERVISOR-OPERATIONAL	70,928.00	72,621.00	72,621.00	72,621.00	72,621.00	72,899.00	0.00%	-
ADMINISTRATIVE ASSISTANT	60,235.78	61,681.00	61,681.00	61,681.00	61,681.00	61,918.00	0.00%	-
MAINTENANCE WORKER II	60,590.42	62,035.00	62,035.00	62,035.00	62,035.00	62,273.00	0.00%	-
QUINN BILL	45,462.16	47,299.00	48,245.00	48,245.00	49,210.00	50,194.00	2.00%	946.00
OVERTIME	387,864.99	398,143.00	398,143.00	398,143.00	406,106.00	414,228.00	0.00%	-
COURT APPEARANCES	19,115.11	40,000.00	32,000.00	32,000.00	32,000.00	32,000.00	-20.00%	(8,000.00)
SPECIAL DETAILS	24,661.23	24,000.00	32,000.00	25,000.00	32,000.00	32,000.00	4.17%	1,000.00
TRAINING WAGES	80,473.70	74,500.00	78,000.00	78,000.00	78,000.00	78,000.00	4.70%	3,500.00
SHIFT DIFFERENTIAL	46,693.90	54,000.00	54,000.00	54,000.00	54,000.00	54,000.00	0.00%	-
SPECIALTY STIPENDS	17,100.00	17,700.00	17,700.00	17,700.00	17,700.00	17,700.00	0.00%	-
STIPEND / ACCREDITATION	53,800.00	54,800.00	54,800.00	54,800.00	54,800.00	54,800.00	0.00%	-
HOLIDAY PAY	196,812.11	217,912.00	214,557.00	214,557.00	216,920.00	220,292.00	-1.54%	(3,355.00)
LONGEVITY	50,850.00	55,100.00	45,450.00	45,450.00	49,200.00	54,800.00	-17.51%	(9,650.00)
ON CALL	31,201.84	32,650.00	31,766.00	31,766.00	31,766.00	31,766.00	-2.71%	(884.00)
RETIREMENT NOTICE INCENTIVE	2,080.00	1,200.00	-	-	-	-	-100.00%	(1,200.00)
SICK TIME BUYBACK	105,117.18	4,232.00	5,910.00	5,910.00	5,910.00	5,910.00	39.65%	1,678.00
SICK TIME INCENTIVE	4,250.00	4,616.00	3,750.00	3,750.00	3,750.00	3,750.00	-18.76%	(866.00)
COMP TIME BUYOUT	11,112.52	6,578.00	12,325.00	12,325.00	12,325.00	12,325.00	87.37%	5,747.00
CATEGORY TOTAL	5,469,459.29	5,884,010.00	5,808,638.00	5,801,638.00	5,876,003.00	5,984,731.00	-1.40%	(82,372.00)

EXPENSES	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PSYCHE/MED TESTING	3,175.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
UNIFORM ALLOWANCES	56,617.97	59,000.00	59,000.00	59,000.00	59,000.00	59,000.00	0.00%	-
ELECTRICITY	35,470.02	64,234.00	49,660.00	49,660.00	49,660.00	49,660.00	-22.69%	(14,574.00)
NATURAL GAS	19,301.84	16,000.00	20,500.00	20,500.00	20,500.00	20,500.00	28.13%	4,500.00
GENERATOR FUEL - DIESEL	-	-	-	-	-	-	-	-
WATER	4,263.68	4,758.00	4,800.00	4,800.00	4,800.00	4,800.00	0.88%	42.00
MAINTENANCE BLDG & GRD	7,693.31	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
VEHICLE MAINTENANCE	56,225.09	55,000.00	58,000.00	58,000.00	58,000.00	58,000.00	5.45%	3,000.00
EQUIPMENT MAINTENANCE	1,225.18	1,200.00	1,400.00	1,400.00	1,400.00	1,400.00	16.67%	200.00
COMMUNICATION EQUIP	3,789.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
TRAINING CLASSES	40,409.35	31,500.00	31,500.00	31,500.00	31,500.00	31,500.00	0.00%	-
CONTRACTED SERVICES	10,850.00	15,740.00	15,740.00	15,740.00	15,740.00	15,740.00	0.00%	-
POSTAGE	432.27	1,575.00	1,575.00	1,575.00	1,575.00	1,575.00	0.00%	-
ADVERTISING-LEGAL	100.00	400.00	400.00	400.00	400.00	400.00	0.00%	-
GASOLINE	75,370.22	90,000.00	78,000.00	78,000.00	78,000.00	78,000.00	-13.33%	(12,000.00)
OFFICE SUPPLIES	3,909.95	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
EQUIPMENT	9,878.25	9,900.00	9,900.00	9,900.00	9,900.00	9,900.00	0.00%	-
K9 EXPENSES	-	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
PRISONER MEALS	100.00	300.00	300.00	300.00	300.00	300.00	0.00%	-
FIREARMS SUPPLIES	14,910.53	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	0.00%	-
DEFENSIVE TACTICS EQUIPMENT	6,741.12	8,888.00	8,888.00	8,888.00	8,888.00	8,888.00	0.00%	-
PHOTOGRAPHIC	3,050.55	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	950.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	0.00%	-
TRAVEL - MILEAGE	73.28	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES	6,793.85	6,300.00	6,300.00	6,300.00	6,300.00	6,300.00	0.00%	-
DUES & MEMBERSHIPS	7,944.15	9,028.00	9,100.00	9,100.00	9,100.00	9,100.00	0.80%	72.00
NEMLEC	7,394.00	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00	0.00%	-
VEHICLES/CRUISERS	-	195,435.00	268,874.00	201,656.00	268,874.00	268,874.00	3.18%	6,221.00
OFFICE FURNITURE	175.98	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENCUMBRANCES	172,376.82	-	-	-	-	-	-	-
CATEGORY TOTAL	549,221.41	617,903.00	672,582.00	605,364.00	672,582.00	672,582.00	-2.03%	(12,539.00)
DEPARTMENT TOTAL	6,018,680.70	6,501,913.00	6,481,220.00	6,407,002.00	6,548,585.00	6,657,313.00	-1.46%	(94,911.00)

Description of Changes:

The overall FY26 recommended police budget is a 1.46% reduction from FY25 with collective bargaining agreements for those unions within the Police Department expiring and not yet bargained. The overall Personnel Services budget is reduced by 1.40% due to retirements of senior personnel and the replacement officers still progressing through the bargained wage steps. The Court Appearances line has been reduced to account for changes in court process experienced over the past several years.

Expenses are expected to decrease by -2.03% for FY26 and is the result of the Police Department's commitment to purchase additional hybrid gasoline patrol vehicles. The increase in cruiser cost is being balanced by fuel efficiency both in gallons used and the Town purchasing gasoline at a reduced bulk rate for the central fuel depot at the Westford Highway Department. Additional efficiencies have been realized in electricity usage which helped to offset increases in the expense of natural gas.

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 event, burglar and bank alarms, domestic disputes, safety hazards, and many others. Patrol officers are also tasked with responding to incidents, and following up on prior incidents, with the co-response clinician when necessary. When not responding to emergency and non-emergency calls, the officers are responsible for patrolling specific areas of town in order to enforce traffic regulations and reduce the opportunity for individuals to commit crime.

SPECIAL SERVICES DIVISION: The Special Services Division (SSD) is responsible for the investigation of major crimes, crimes against a person such as murder, assault, sexual assault, armed robbery, and narcotics violations. The investigation of crimes against property is also investigated by the Special Services Division, such as breaking and entering, major larcenies, burglary, computer crimes, identity theft, and many others. Our designated narcotics detective works on both Town and regional narcotics investigations and has partnered with the U.S. Drug Enforcement Agency to provide additional resources.

K-9 OFFICER: The K-9 officer and his partner(s) respond to calls where a K-9 will produce better, quicker, and safer results. The K-9 team is used to conduct building searches, tracking of suspects, locate lost or missing persons, locate criminal evidence, and for the detection of concealed narcotics and explosive devices.

FAMILY SERVICES DETECTIVE: The Family Services Detective is supervised by the Special Services Division Commander. The duties of the Family Services Detective include but are not limited to tracking and investigating domestic violence cases, serving, and tracking Domestic and Harassment Restraining orders, investigating crimes against the elderly and juveniles. The Family Services Detective follows up on all domestic violence cases in town. This position is also responsible for Cognitive Alert registrations and coordination with families for resources.

TRAFFIC OFFICER: Our designated traffic officer is used to address traffic complaints, perform directed radar assignments, provide traffic safety presentations and be a liaison for the Police Department at community events.

SCHOOL RESOURCE OFFICER (SRO): Nashoba Valley Technical High School and Westford Academy each have an SRO assigned in their respective schools and they fully fund the position from their school budgets. The SROs assigned are experienced officers who receive additional specialized training to better serve the youth population of the schools. The mission of the SROs is to improve school safety and the educational climate at the school. The SROs derive their authority, direction, and supervision from the Chief of Police or designee. The SROs are responsible

for criminal law issues and assist school personnel in implementing and managing the day-to-day operations of an effective safety and security program.

BIKE PATROL: Bicycle Patrol Officers are deployed as part of the patrol division on an as-needed basis. Bike officers perform the same duties and have the same responsibilities as officers assigned to police cruisers. Most often bike officers perform directed enforcement patrols in areas such as Merrill's Quarry, East Boston Camps, Kennedy Pond, and the Bruce Freeman Rail Trail.

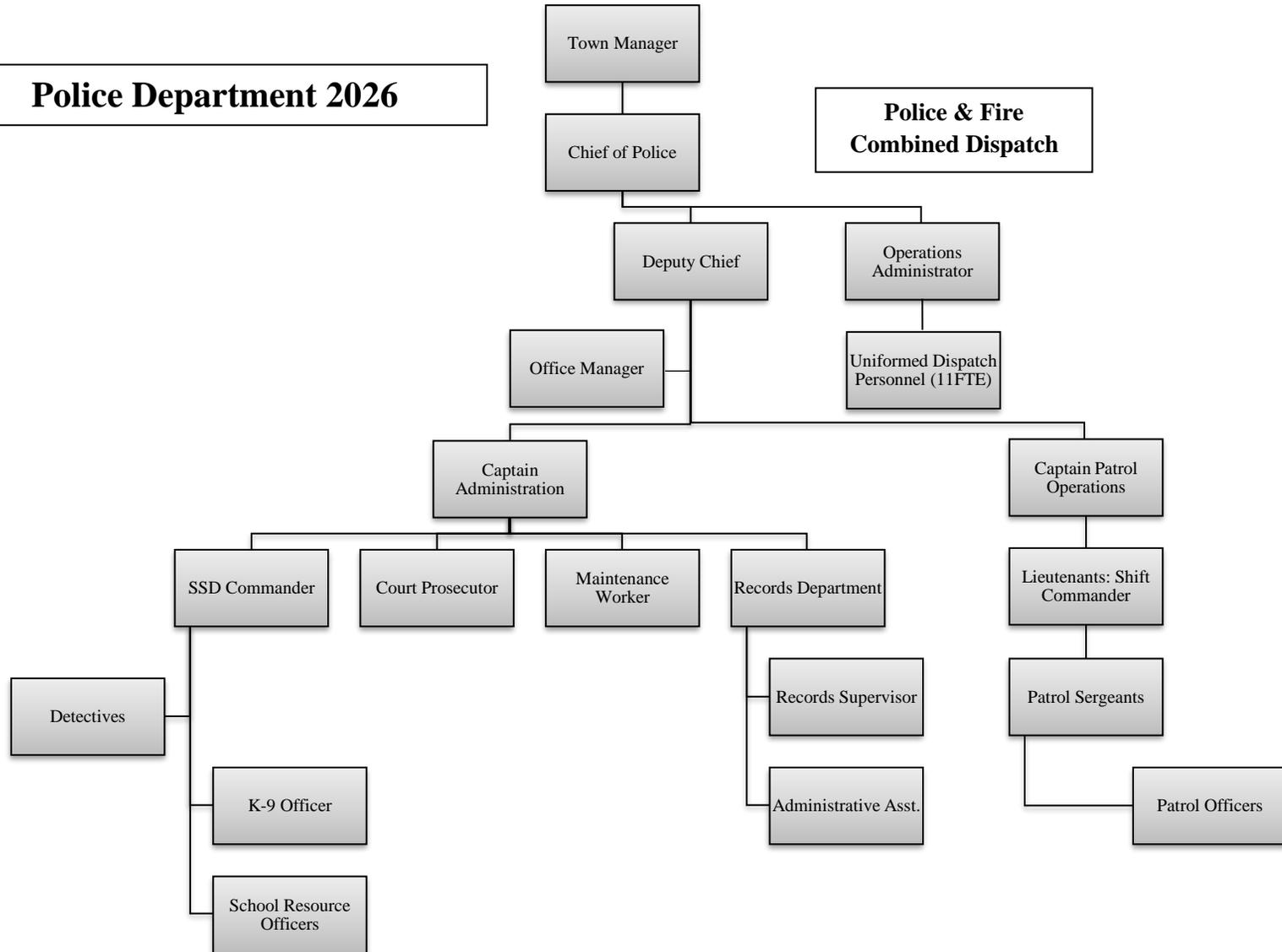
COMMUNITY EVENT TEAM: The Community Event Team, rooted in the spirit of community policing, is tasked with producing new and exciting ways to create a lasting bond between the police department and the community. Some of the events planned and staffed by the Community Event Team include the Youth Police Academy, Coffee with a Cop, Learn to Skate, Family Movie Night, High Five Friday, and National Night Out. Members of the Community Event Team also make themselves available for other community events and organizations such as the Farmer's Market at Roudenbush, Westfest and the Cultural Cookout.

COMMUNITY OUTREACH INITIATIVE NETWORK (COIN PROGRAM): The Department participates in the Northwest Middlesex Community Outreach Initiative Network consisting of nine other towns in a collaborative effort with mental health professionals to assist those suffering from substance use and/or mental health disorders by connecting them to services and treatment options available to them. As part of this program the department partners a co-response clinician with patrol officers to respond to mental health related calls, incidents involving substance abuse, and wellbeing checks with the goal of diverting criminal custody or charges and seeking assistance through clinical services for the individual(s). Through the COIN program officers are tasked with referring individuals or families who may benefit from additional services to the program for follow up by a clinician.

Personnel:

Position	FTE	Unit	Salary	Longevity	Accreditation	Education	Holiday Pay	Total
Police Chief	1.0	EXEM	192,980.00	2,100.00	1,500.00	48,245.00	4,436.00	249,261.00
Deputy Police Chief	1.0	EXEM	196,589.00	1,600.00	1,500.00		4,519.00	204,208.00
Captain	2.0	WSO	300,829.00	1,950.00	3,000.00		14,753.00	320,532.00
Lieutenant	4.0	WSO	528,173.00	6,900.00	6,000.00		25,903.00	566,976.00
Sergeant	8.0	WPA	831,977.00	10,550.00	8,000.00		40,802.00	891,329.00
Patrolman	32.0	WPA	2,459,646.00	18,250.00	32,000.00		124,144.00	2,634,040.00
Office Manager	1.0	OPEIU	73,461.00	950.00	700.00			75,111.00
Records Supervisor Admin	1.0	CWA	72,621.00	2,200.00	700.00			75,521.00
Administrative Asst.	1.0	CWA	61,681.00	950.00	700.00			63,331.00
Maintenance Worker II	1.0	CWA	62,035.00		700.00			62,735.00
Overtime			398,143.00					398,143.00
Court Appearances			32,000.00					32,000.00
Special Details			25,000.00					25,000.00
Training Wages			78,000.00					78,000.00
Shift Differential			54,000.00					54,000.00
Specialty Stipends			17,700.00					17,700.00
On Call Pay			31,766.00					31,766.00
Retirement Notice Incentive			-					-
Sick Time Buyback			5,910.00					5,910.00
Sick Time Incentive			3,750.00					3,750.00
Comp Time Buyout			12,325.00					12,325.00
Total Personal Services	52.0		5,438,586.00	45,450.00	54,800.00	48,245.00	214,557.00	5,801,638.00

Police Department 2026



215 Public Safety Communications

Mission Statement:

The mission of Westford Public Safety Communications is to deliver maximum communications support to all residents, businesses, Police, Fire and all public agencies, and visitors of the Town of Westford, and other state and local public safety agencies. To provide assistance and expedite emergency Police, Fire or Ambulance responses, to provide information and assistance in the most efficient and cost-effective manner. The department shall employ highly trained and dedicated personnel, and constantly seek new and innovative means to improve its effectiveness.

Goals:

- To adapt, evolve, and implement public safety communications policies and procedures that work with and enhance the current Police, Fire, and EMS standard operating procedures effectively and efficiently.
- To maintain a highly proficient hub or central public safety emergency communications point that will assist and connect the public to Police, Fire and Ambulance services.
- To maintain highly professional and efficient public safety communications staff.
- To provide and improve upon critical support services for both the police and fire services.

Description of Changes:

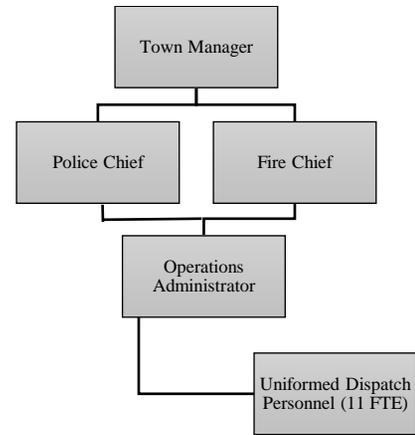
- The decrease in the Operations Administrator salary and Longevity represents the retirement of our former Operations Administrator and the compensation for our newly appointed department head.
- The increase in Dispatch Personnel, Holiday Overtime, and Holiday Pay represents contractual CWA step increases.
- Overtime is decreased to represent the average usage over the last three fiscal years and takes into account the 9-1-1 Support Grant received from the State by this department.
- The increase in Meetings & Conferences will allow the new Operations Administrator to attend supervisory-related trainings.
- Training Wages are increased due to Crisis Intervention Training and requirements, along with the general need for additional training.
- The total budget increase is .16%.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
UNIFORMED DISPATCH PERS	574,596.97	627,525.00	636,717.00	636,717.00	651,222.00	668,022.00	1.46%	9,192.00
OPERATIONS ADMINISTRATOR	100,748.97	103,159.00	94,404.00	94,404.00	96,765.00	99,564.00	-8.49%	(8,755.00)
OVERTIME	42,999.49	70,000.00	77,000.00	70,000.00	77,000.00	77,000.00	0.00%	-
HOLIDAY OVERTIME	14,471.73	14,500.00	14,900.00	14,900.00	15,000.00	15,300.00	2.76%	400.00
TRAINING WAGES	4,242.42	1,500.00	2,500.00	2,500.00	2,500.00	3,500.00	66.67%	1,000.00
SHIFT DIFFERENTIAL	14,415.81	16,640.00	16,639.00	16,639.00	16,639.00	16,639.00	-0.01%	(1.00)
STIPEND / ACCREDITATION	6,766.67	8,400.00	8,400.00	8,400.00	8,400.00	8,400.00	0.00%	-
HOLIDAY PAY	27,510.40	31,237.00	31,714.00	31,714.00	32,437.00	33,147.00	1.53%	477.00
LONGEVITY	7,700.00	6,400.00	6,250.00	6,250.00	6,750.00	8,150.00	-2.34%	(150.00)
CATEGORY TOTAL	793,452.46	879,361.00	888,524.00	881,524.00	906,713.00	929,722.00	0.25%	2,163.00
EXPENSES								
UNIFORM ALLOWANCES	5,681.20	7,875.00	7,875.00	7,875.00	7,875.00	7,875.00	0.00%	-
COMMUNICATIONS EQUIPMENT	581.21	7,000.00	7,000.00	5,000.00	7,000.00	7,000.00	-28.57%	(2,000.00)
TRAINING	1,029.12	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
CONTRACTED SERVICES	31,265.05	35,000.00	35,735.00	35,735.00	36,806.00	36,806.00	2.10%	735.00
OFFICE SUPPLIES	401.95	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
MEETINGS & CONFERENCES	-	-	600.00	600.00	600.00	600.00		600.00
DUES & MEMBERSHIPS	950.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	39,908.53	55,225.00	56,560.00	54,560.00	57,631.00	57,631.00	-1.20%	(665.00)
DEPARTMENT TOTAL	833,360.99	934,586.00	945,084.00	936,084.00	964,344.00	987,353.00	0.16%	1,498.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipend/ Accreditation	Holiday Pay	Total
Uniformed Dispatch Pers	11.0	CWA	636,717.00	4,550.00	7,700.00	31,714.00	680,681.00
Operations Administrator	1.0	OPEIU	94,404.00	1,700.00	700.00	-	96,804.00
Overtime			70,000.00				70,000.00
Holiday Overtime			14,900.00				14,900.00
Training Wages			2,500.00				2,500.00
Shift Differential			16,639.00				16,639.00
Total Personal Services	12.0		835,160.00	6,250.00	8,400.00	31,714.00	881,524.00

Public Safety Communications 2026



220 Fire Department

Mission Statement:

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

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

To achieve this, our department will:

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

Goals:

- Continue working on and implementing new policies consistent with Lexipol that follows State and Federal Laws and Best Practices and work on OSHA/DLS compliance.
- Continue to work with our Public Safety Communications Center with implementing new radio procedures.
- Continue to look at other funding opportunities, such as grants to help offset capital and operational needs.
- Look for ways to improve firefighter safety and wellness.
- Evaluate current equipment replacement needs and schedule.
- Evaluate training needs to keep skills proficient and look for other training opportunities with outside vendors.
- With the pending retirement of the department mechanic, we need to look at how we will fill the position including regionalization opportunities.
- Explore PFAS-Free firefighting gear options as they become available.

Description of Changes:

- While developing our budget, we considered the strategic outcome of responsive and responsible town government.

- The increase in overtime is based on several variables, including the actual expenditure for FY24, employees attaining milestone anniversary dates where they receive an increase in vacation time, and the Town’s commitment to maintaining 10 personnel on duty. This allows the department to operate more efficiently while increasing safety among the community stakeholders, and our personnel as well. Also, the unpredictability of additional overtime shifts has exhausted available funds exponentially in previous years. This is due to injuries, medical leave, and military leave.
- In FY25, we reduced our staffing level by two firefighter positions because of the failed override. This may lead to the closing of the Rogers Fire Station from time to time.
- Except for the Chief and the Deputy Chief, the increases in Personal Services are represented by contractual obligations such as step raises, uniform allowances, education, holiday pay and longevity. In FY26, many of these line items decreased because of the staff reduction of two and the retirement of some of our more senior firefighters. There are no cost-of-living increases for the firefighters because the collective bargaining agreement expired in FY24.
- The increase in electricity and natural gas is due to the increase in the contractual unit cost. There was also a rate increase for Town Water.
- The increase in Vehicle Maintenance, Parts and Accessories, Vehicle Tires and Tubes is due to an increase in both parts and labor.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
FIRE CHIEF	174,948.40	182,017.00	185,657.00	185,657.00	189,370.00	193,158.00	2.00%	3,640.00
DEPUTY CHIEF	125,562.33	130,635.00	133,248.00	133,248.00	135,913.00	138,631.00	2.00%	2,613.00
FIRE PREVENTION OFFICER	96,724.88	92,541.00	94,817.00	94,817.00	94,817.00	94,817.00	2.46%	2,276.00
CAPTAINS	400,599.38	409,892.00	412,479.00	412,479.00	412,479.00	412,479.00	0.63%	2,587.00
LIEUTENANTS	324,946.44	359,379.00	360,738.00	360,738.00	363,018.00	363,018.00	0.38%	1,359.00
FIREFIGHTERS	1,732,250.00	1,810,573.00	1,848,057.00	1,848,057.00	1,905,722.00	1,921,025.00	2.07%	37,484.00
CALL FIREFIGHTERS	672.18	-	-	-	-	-	-	-
OFFICE MANAGER	63,077.02	66,200.00	67,854.00	67,854.00	69,552.00	73,461.00	2.50%	1,654.00
OVERTIME	623,262.10	445,000.00	460,000.00	460,000.00	475,000.00	490,000.00	3.37%	15,000.00
HOLIDAY OVERTIME	45,510.64	55,000.00	50,926.00	50,926.00	50,926.00	50,926.00	-7.41%	(4,074.00)
TRAINING	38,964.72	24,850.00	24,850.00	24,850.00	24,850.00	24,850.00	0.00%	-
EDUCATION INCENTIVE	163,596.14	185,763.00	184,078.00	184,078.00	186,923.00	187,978.00	-0.91%	(1,685.00)
CALL FF STIPENDS	-	-	-	-	-	-	-	-
EMT STIPENDS	7,606.62	7,817.00	7,973.00	7,973.00	8,132.00	8,295.00	2.00%	156.00
HOLIDAY PAY	134,300.45	148,027.00	150,806.00	150,806.00	154,109.00	155,132.00	1.88%	2,779.00
LONGEVITY	34,350.00	42,950.00	36,800.00	36,800.00	39,850.00	45,350.00	-14.32%	(6,150.00)
SICK LEAVE / VACATION BUY BACK	16,809.76	-	-	-	-	-	-	-
CATEGORY TOTAL	3,983,181.06	3,960,644.00	4,018,283.00	4,018,283.00	4,110,661.00	4,159,120.00	1.46%	57,639.00

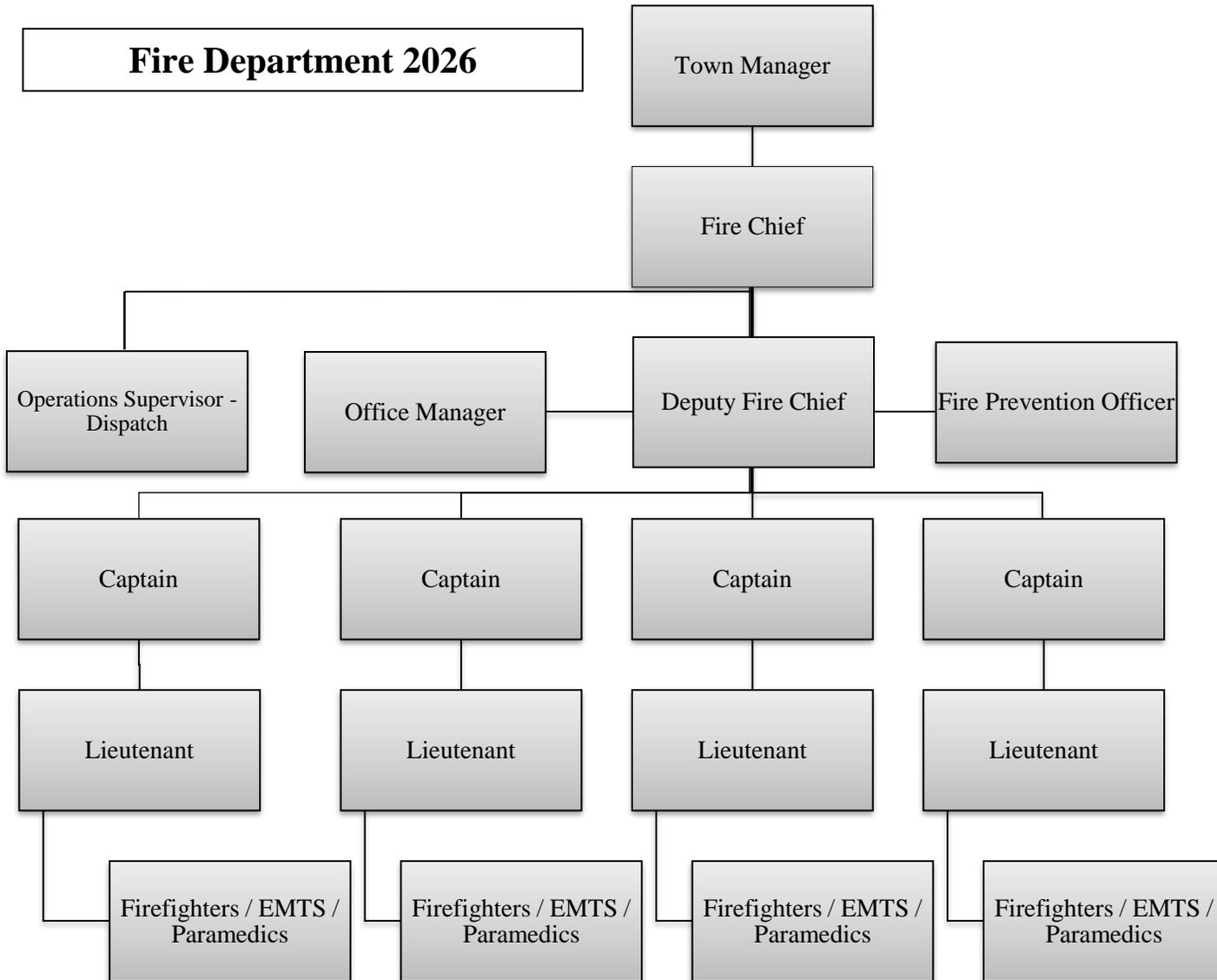
DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
PRE-EMPLOYMENT MEDICAL EXPENSES								
UNIFORM ALLOWANCES	51,648.37	50,800.00	50,800.00	50,800.00	50,800.00	50,800.00	0.00%	-
ELECTRICITY	19,947.38	26,000.00	28,000.00	28,000.00	28,000.00	28,000.00	7.69%	2,000.00
NATURAL GAS	28,204.77	36,106.00	37,000.00	37,000.00	37,000.00	37,000.00	2.48%	894.00
WATER	6,758.23	5,500.00	7,000.00	7,000.00	7,000.00	7,000.00	27.27%	1,500.00
SEWER/SEPTIC	5,600.00	4,200.00	4,500.00	4,500.00	4,500.00	4,500.00	7.14%	300.00
BUILDING MAINTENANCE	5,882.03	6,000.00	9,000.00	9,000.00	9,000.00	9,000.00	50.00%	3,000.00
GROUNDS MAINTENANCE	2,894.34	1,500.00	2,500.00	2,500.00	2,500.00	2,500.00	66.67%	1,000.00
VEHICLE MAINTENANCE	85,235.71	36,000.00	46,000.00	46,000.00	46,000.00	46,000.00	27.78%	10,000.00
EQUIPMENT MAINTENANCE	9,956.62	9,500.00	9,500.00	9,500.00	9,500.00	9,500.00	0.00%	-
COMMUNICATIONS EQUIP	5,033.12	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
TRAINING & DEVELOPMENT	9,163.84	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
POSTAGE	285.06	300.00	300.00	300.00	300.00	300.00	0.00%	-
ADVERTISING-LEGAL	68.46	100.00	100.00	100.00	100.00	100.00	0.00%	-
PRINTING SERVICES	273.95	300.00	300.00	300.00	300.00	300.00	0.00%	-
FIRE ALARM PURCHASED SERVICES	11,471.12	30,000.00	29,200.00	29,200.00	29,200.00	29,200.00	-2.67%	(800.00)
GASOLINE	42,695.38	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
OFFICE SUPPLIES	1,233.13	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%	-
HARDWARE SUPPLIES	373.43	600.00	500.00	500.00	500.00	500.00	-16.67%	(100.00)
PROTECTIVE CLOTHING	13,033.85	36,500.00	36,500.00	36,500.00	36,500.00	36,500.00	0.00%	-
BUILDING MAINTENANCE SUPPLIES	194.43	300.00	200.00	200.00	200.00	200.00	-33.33%	(100.00)
CUSTODIAL / CLEANING SUPPLIES	4,524.45	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
VEHICULAR PARTS & ACCESSORIES	18,745.48	32,500.00	32,500.00	32,500.00	32,500.00	32,500.00	0.00%	-
VEHICULAR TIRES & TUBES	10,206.84	7,400.00	10,500.00	10,500.00	10,500.00	10,500.00	41.89%	3,100.00
BOTTLED WATER	4,376.95	3,400.00	4,200.00	4,200.00	4,200.00	4,200.00	23.53%	800.00
HEALTH/MEDICAL SUPPLIES	-	-	-	-	-	-	-	-
FIREFIGHTING SUPPLIES	11,784.47	17,500.00	17,500.00	17,500.00	17,500.00	17,500.00	0.00%	-
TRAVEL-MILEAGE	1,229.53	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
MEETINGS & CONFERENCES	1,843.55	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES & MEMBERSHIPS	15,162.40	17,500.00	15,800.00	15,800.00	15,800.00	15,800.00	-9.71%	(1,700.00)
ENCUMBRANCES	31,835.03							-
CATEGORY TOTAL	399,661.92	388,606.00	408,500.00	408,500.00	408,500.00	408,500.00	5.12%	19,894.00
DEPARTMENT TOTAL	4,382,842.98	4,349,250.00	4,426,783.00	4,426,783.00	4,519,161.00	4,567,620.00	1.78%	77,533.00

Programs & Services:

The Westford Fire Department provides 24-hour fire protection coverage, operating from three staffed stations in town, those being the Center, Rogers, and Nabnasset. The normal staffing per 24-hour shift consists of one Captain, one Lieutenant, and eight to nine Firefighter/EMTs or Paramedics. The department provides immediate response to calls including fire suppression, commercial box alarms, gas leaks, carbon monoxide, brush fires, major storm shelter coverage, and pumping water out of residents' basements.

Personnel:

Position	FTE	Unit	Salary	Longevity	EMT Stipend	Education	Holiday Pay	Total
Fire Chief	1.0	EXEM	185,657.00	2,600.00	4,642.00	21,816.00	9,247.00	223,962.00
Deputy Fire Chief	1.0	EXEM	133,248.00	2,100.00	3,331.00	19,281.00	6,637.00	164,597.00
Fire Prevention Officer	1.0	IAFF	94,817.00	1,600.00		7,166.00	4,359.00	107,942.00
Captain	4.0	IAFF	412,479.00	7,400.00		38,217.00	20,545.00	478,641.00
Lieutenant	4.0	IAFF	360,738.00	4,300.00		43,841.00	17,968.00	426,847.00
FF/ Medic / EMT	25.0	IAFF	1,848,057.00	17,850.00		53,757.00	92,050.00	2,011,714.00
Office Manager	1.0	OPEIU	67,854.00	950.00				68,804.00
Overtime			460,000.00					460,000.00
Holiday Overtime			50,926.00					50,926.00
Training Wages			24,850.00					24,850.00
Total Personal Services	37.0		3,638,626.00	36,800.00	7,973.00	184,078.00	150,806.00	4,018,283.00



241 Building Department

Mission Statement:

The mission of the Building Department is to ensure the health, safety and welfare of the town's residents and visitors through the administration and enforcement of state and local laws, bylaws, and regulations, including the Commonwealth of Massachusetts State Building Code, 780 CMR, and the Architectural Access Regulations, 521 CMR, as adopted, Westford Zoning Bylaws and Chapter 40A of Massachusetts General Laws. The Building Department ensures compliance with conditions of approval on Variances and Special Permits granted by the Zoning Board of Appeals and approvals through the Planning Board. The Department also issues permits for all construction regulated by the State Building Codes and performs all related inspections.

Goals:

- Provide quality customer service.
- Maintain and update the Building Department's website.
- Expand periodic inspections of existing buildings per Table 100.
- Expand online permitting to include smaller additions, renovations, decks, pools, signs, and smaller commercial tenant fit-ups to reduce the need for paper documents and reduce the time needed to issue permits.
- Explore options for a new online permitting system to increase efficiency and to develop better options for tracking and planning for Town and School budget purposes.

Description of Changes:

Services are level, with personal services increasing 3.57%. This includes a non-union adjustment of 2% and contractual obligations under the OPEIU and CWA collective bargaining. Expenses are increasing by 3.55% or \$500 to allow our newly hired Building Commissioner to attend trainings. The Building Commissioner is expected to start employment with the Town in December and will work to update parts of this budget narrative, including the charts under "Other Metrics".

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
BUILDING COMMISSIONER	113,655.19	115,929.00	118,248.00	117,300.00	119,646.00	122,039.00	1.18%	1,371.00
ASSISTANT BUILDING INSPECTOR	87,647.04	91,634.00	93,926.00	93,926.00	96,274.00	101,634.00	2.50%	2,292.00
WIRING INSPECTOR	53,557.80	52,557.00	53,608.00	53,608.00	54,680.00	55,774.00	2.00%	1,051.00
GAS & PLUMBING INSPECTOR	53,468.02	52,300.00	53,346.00	53,346.00	54,413.00	55,501.00	2.00%	1,046.00
ZONING ENFORCEMENT INSPECTOR	630.00	-	-	-	-	-	-	-
RECORDS SUPERVISOR II	65,681.59	74,894.00	74,894.00	74,894.00	74,894.00	75,181.00	0.00%	-
INTERN/DMS SUPPORT	8,060.61	-	11,230.00	-	11,455.00	11,684.00	-	-
OVERTIME	590.79	-	-	-	-	-	-	-
LONGEVITY	3,874.00	4,367.00	4,067.00	3,367.00	3,367.00	3,367.00	-22.90%	(1,000.00)
ON CALL - INSPECTOR COVERAGE	-	9,885.00	19,768.00	19,768.00	19,768.00	19,768.00	99.98%	9,883.00
TRAVEL - MILEAGE	8,400.00	8,400.00	8,400.00	8,400.00	8,400.00	8,400.00	0.00%	-
CATEGORY TOTAL	395,565.04	409,966.00	437,487.00	424,609.00	442,897.00	453,348.00	3.57%	14,643.00
EXPENSES								
UNIFORM ALLOWANCES	150.00	700.00	700.00	700.00	700.00	700.00	0.00%	-
VEHICLE MAINTENANCE	186.09	600.00	600.00	600.00	600.00	600.00	0.00%	-
TRAINING & DEVELOPMENT	495.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
PRINTING SERVICES	312.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
MICROFILMING SERVICE (ARCHIVING)	3,099.14	4,700.00	4,700.00	4,700.00	4,700.00	4,700.00	0.00%	-
GASOLINE	841.44	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OFFICE SUPPLIES	546.28	500.00	500.00	500.00	500.00	500.00	0.00%	-
EV CHARGING	-	-	-	-	-	-	-	-
BOOKS & SUBSCRIPTIONS	-	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAVEL - MILEAGE	1,022.08	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
MEETINGS & CONFERENCES	-	-	500.00	500.00	500.00	500.00	-	500.00
DUES AND MEMBERSHIPS	849.00	1,145.00	1,145.00	1,145.00	1,145.00	1,145.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	7,501.03	14,095.00	14,595.00	14,595.00	14,595.00	14,595.00	3.55%	500.00
DEPARTMENT TOTAL	403,066.07	424,061.00	452,082.00	439,204.00	457,492.00	467,943.00	3.57%	15,143.00

Programs & Services:

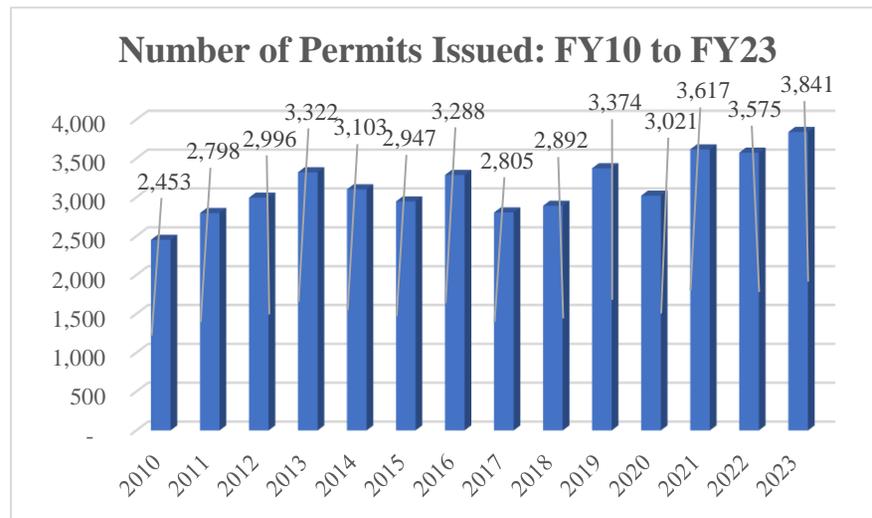
1) Baseline Functions

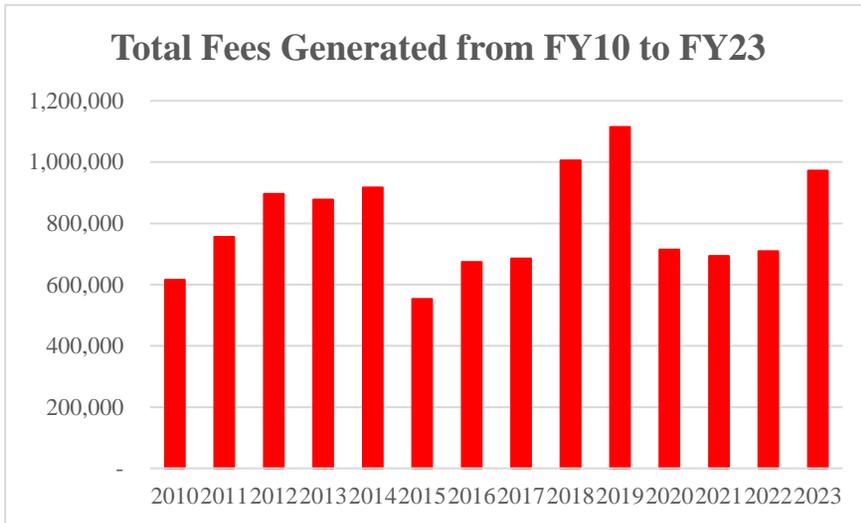
- a) Plan review and the issuance of permits
- b) Conducting inspections
- c) Documenting inspections
- d) Addressing / house numbering; coordination with E-911
- e) FEMA / floodplain permitting
- f) Review, research, and the issuance of Business Certificates
- g) Annual inspections of town facilities
- h) Monthly reports on permitting activity to the Economic Development Committee and the Dodge Reports (Banker & Tradesman, etc.)
- i) Official Zoning Interpreter

- j) Zoning opinion letters
- k) 110 Inspections for all uses under table 110
- l) After hours emergency inspections (Fire & Police Dept)
- m) Trench Permits
- n) Coordinate information with other boards and committees
- o) Educator to the public with the rapid changes in Building Code and Zoning changes
- p) Litigation support to Town Counsel
- q) Departmental accounting
- r) Compliance with public records law
- s) Project reviews with property owners, tenants, etc.

2) Value Added

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





Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Building Commissioner	1.0	EXEM	117,300.00		117,300.00
Assistant Building Inspector	1.0	OPEIU	93,926.00	700.00	94,626.00
Records Supervisor II	1.0	CWA	74,894.00	2,200.00	77,094.00
Wiring Inspector	0.7	NON	53,608.00	467.00	54,075.00
Gas & Plumbing Inspector	0.7	NON	53,346.00		53,346.00
Intern		NON	-		-
On Call - Inspector Coverage		NON	19,768.00		19,768.00
Travel - Mileage			8,400.00		8,400.00
Total Personal Services	4.4		421,242.00	3,367.00	424,609.00

244 Sealer of Weights & Measures

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
CONTRACTED SERVICES	16,500.00	16,500.00	25,000.00	25,000.00	25,750.00	26,523.00	51.52%	8,500.00
ENCUMBRANCES								-
CATEGORY TOTAL	16,500.00	16,500.00	25,000.00	25,000.00	25,750.00	26,523.00	51.52%	8,500.00
DEPARTMENT TOTAL	16,500.00	16,500.00	25,000.00	25,000.00	25,750.00	26,523.00	51.52%	8,500.00

Description of Changes: NMCOG has notified the Town that they will not be providing Sealer of Weights and Measures services after December 31, 2024. The Chelmsford Town Manager said that they are going to hire a full-time position for their Sealer of Weights and Measures and pay for their salary, benefits, travel, training, and equipment. They asked if Westford and Tewksbury would be interested in regionalizing with them. Westford would be charged \$25,000 and Tewksbury would be charged \$30,000 for FY26. This is based off the workload and number of devices in each town.

The cost is offset by the collection of fees.

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 Town Manager’s office administers the collection of revenue for each inspection to offset the cost of providing this service.

291 Emergency Management

Mission Statement:

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

Description of Changes:

- Developing our budget, we considered the strategic outcome of responsive and responsible town government.
- The personal services budget is increased by the non-union COLA amount, and the expense budget was reduced by \$50-Mileage expense for FY26.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
CO-DIRECTOR	4,850.00	4,947.00	5,046.00	5,046.00	5,147.00	5,250.00	2.00%	99.00
CO-DIRECTOR	4,850.00	4,947.00	5,046.00	5,046.00	5,147.00	5,250.00	2.00%	99.00
CATEGORY TOTAL	9,700.00	9,894.00	10,092.00	10,092.00	10,294.00	10,500.00	2.00%	198.00
EXPENSES								
VEHICLE MAINTENANCE	-	100.00	150.00	150.00	200.00	200.00	50.00%	50.00
EQUIPMENT MAINTENANCE	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
COMMUNICATIONS EQUIP MAINT	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
VEHICULAR PARTS & ACCESSORIES	419.95	200.00	200.00	200.00	200.00	200.00	0.00%	-
OTHER PUBLIC SAFETY SUPPLIES	966.16	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAVEL - MILEAGE	-	50.00	-	-	-	-	-100.00%	(50.00)
MEETINGS & CONFERENCES	39.65	-	-	-	-	-	-	-
ADDITIONAL EQUIPMENT	64.77	-	-	-	-	-	-	-
ENCUMBRANCES	959.00	-	-	-	-	-	-	-
CATEGORY TOTAL	2,449.53	2,450.00	2,450.00	2,450.00	2,500.00	2,500.00	0.00%	-
DEPARTMENT TOTAL	12,149.53	12,344.00	12,542.00	12,542.00	12,794.00	13,000.00	1.60%	198.00

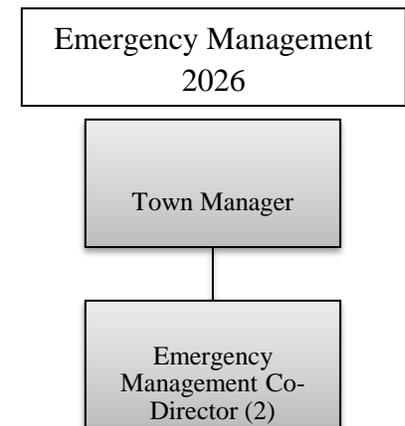
Programs & Services:

- Coordinates with the Town Manager, department heads, and community officials, and with any local, 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.) This has been an ongoing process during the COVID-19 pandemic.
- 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 Continuanence of Operation Plan (COOP).
- Attend department head meetings, regional Local Emergency Planning Committee (LEPC) meetings, local directors meeting and other meetings as directed by the town and MEMA. Works with regional Homeland Security Council.

Personnel:

Position	FTE	Unit	Salary	Total
Co-Director		NON	5,046.00	5,046.00
Co-Director		NON	5,046.00	5,046.00
Total Personal Services	0.0		10,092.00	10,092.00



292 Animal Control

Mission Statement:

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

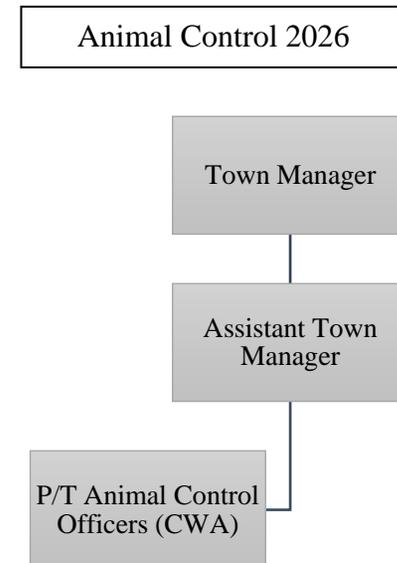
- Impartially enforcing state and local animal control laws.
- Mitigating any hazards to humans that are caused or related to animal and wildlife activity.
- Mediating animal related complaints promptly and efficiently.
- Educating the public about responsible pet ownership and responsible interaction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

Goals:

- Continue our commitment to customer service and help residents address animal control related issues.
- Establish agreement with surrounding community for housing animals, when required.
- Promote employee training and continuing education.
- Expand interdepartmental cooperation to address a significant and ongoing increase in mental health-related calls, including animal abuse, neglect and hoarding.

Description of Changes:

The proposed FY26 Animal Control budget is increasing by 18.2%, with an increase of \$8,089 to personal services and an increase of \$400 to expenses. With the shift to staffing two part-time personnel instead of a single full-time employee, coverage has increased to respond to a significant increase in animal cruelty calls, mental health-related cases, and the impacts of housing/financial insecurity on residents and their pets. Calls have also become increasingly complex, requiring additional staff time. In past years, the actual overtime related to calls after hours has been funded with a budget adjustment at year end; for FY26, this personal services amount was projected and funded appropriately. The increase in expenses is due to the required maintenance on the department vehicle.



Programs & Services:

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
ANIMAL CONTROL OFFICER	46,855.28	33,712.00	29,959.00	29,959.00	30,765.00	31,602.00	-11.13%	(3,753.00)
VACATION / SICK / EMERG.OVERTIME	-	8,734.00	20,576.00	20,576.00	21,129.00	21,704.00	135.59%	11,842.00
LONGEVITY	224.00	224.00	224.00	224.00	224.00	224.00	0.00%	-
CATEGORY TOTAL	47,079.28	42,670.00	50,759.00	50,759.00	52,118.00	53,530.00	18.96%	8,089.00
EXPENSES								
UNIFORM ALLOWANCES	259.00	875.00	875.00	875.00	875.00	875.00	0.00%	-
ELECTRICITY	208.48	300.00	300.00	300.00	300.00	300.00	0.00%	-
WATER / SEWER	70.59	100.00	100.00	100.00	100.00	100.00	0.00%	-
KENNEL MAINTENANCE	-	-	-	-	-	-	-	-
VEHICLE MAINTENANCE	115.00	100.00	500.00	500.00	500.00	500.00	400.00%	400.00
GASOLINE	676.25	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OFFICE SUPPLIES	92.00	-	-	-	-	-	-	-
CUSTODIAL / CLEANING SUPPLIES	-	-	-	-	-	-	-	-
VETERINARY SERVICES	2,086.27	500.00	500.00	500.00	500.00	500.00	0.00%	-
ANIMAL CONTROL SUPPLIES	176.47	500.00	500.00	500.00	500.00	500.00	0.00%	-
MEETINGS & CONFERENCES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
DUES AND MEMBERSHIPS	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	3,684.06	3,975.00	4,375.00	4,375.00	4,375.00	4,375.00	10.06%	400.00
DEPARTMENT TOTAL	50,763.34	46,645.00	55,134.00	55,134.00	56,493.00	57,905.00	18.20%	8,489.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officers	0.5	CWA	29,959.00	224.00	30,183.00
Vacation / Sick / Emerg. OT			20,576.00		20,576.00
Total Personal Services	0.5		50,535.00	224.00	50,759.00

294 Tree Warden

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
TREE WARDEN	2,993.06	3,122.00	3,184.00	3,184.00	3,248.00	3,313.00	1.99%	62.00
CATEGORY TOTAL	2,993.06	3,122.00	3,184.00	3,184.00	3,248.00	3,313.00	1.99%	62.00
CONTRACTED SERVICES								
ENCUMBRANCES	27,083.37	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
CATEGORY TOTAL	27,083.37	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
DEPARTMENT TOTAL	30,076.43	33,122.00	33,184.00	33,184.00	33,248.00	33,313.00	0.19%	62.00

Description of Changes:

Personal services increased by 1.99% or \$62.00 to reflect non-union personnel cost-of-living adjustments. Contracted Services is proposed to remain the same as FY25, limiting tree activity to only the removal of high-risk trees. The Tree Warden plans to continue the annual tree seedling give-away as a cost-effective plan to increase the quantity and variety of trees in Westford

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	3,184.00	-	3,184.00
Total Personal Services	0.0		3,184.00	-	3,184.00

Education

300 Westford Public Schools

Mission Statement:

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

To accomplish this mission, the Westford Public Schools will:

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
OPERATING BUDGET	65,454,409.44	67,585,355.00	70,510,950.00	69,388,572.00	72,928,202.00	75,480,689.00	2.67%	1,803,217.00
ENCUMBRANCES	435,154.56							
DEPARTMENT TOTAL	65,889,564.00	67,585,355.00	70,510,950.00	69,388,572.00	72,928,202.00	75,480,689.00	2.67%	1,803,217.00

310 Nashoba Valley Technical High School

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
NASHOBA TECH ASSESSMENT	1,396,089.00	1,484,842.00	1,559,084.00	1,792,307.00	1,881,922.00	1,976,018.00	20.71%	307,465.00
DEPARTMENT TOTAL	1,396,089.00	1,484,842.00	1,559,084.00	1,792,307.00	1,881,922.00	1,976,018.00	20.71%	307,465.00

Description of Changes:

The FY26 Nashoba Valley Technical High School (N.V.T.H.S) budget is \$1,792,307. Overall, Westford’s enrollment is increasing by 14 additional students next year. Westford’s assessment is based on this enrollment, so expected our percentage of the school’s budget to increase next year. Westford’s FY25 enrollment is 81 students and will increase to 95 students for next year’s assessment which represents a 17.28% increase. The overall budget increases each year as well, so the overall impact is a 20.71%, or \$307,465 increase for FY26. The N.V.T.H.S. budget was released after the Governor’s budget becomes available on January 22, 2025. More information regarding the N.V.T.H.S. budget can be found on their [website](#).

Public Works

405 Department of Public Works

Mission Statement: It is the mission of the Department of Public Works to provide executive and administrative support and oversight to the Highway Department, Engineering Department, Water Enterprise, and Stormwater Enterprise. Through sound management, teamwork, and innovation the departments aim to provide quality, responsive, and dependable services that are consistent with Westford's core values. We work to maximize the efficient, effective use of our resources to manage, protect, preserve, and improve the town's roadways, sidewalks, bridges, dams, drinking water, wastewater, and stormwater infrastructure and related assets.

Description of Changes:

The 405 Department of Public Works budget proposes to include the 410 Engineering and 421 Highway budgets into a single 405 Public Works budget. The budget totals below reflect the summation of the three budgets for past actual, current, and proposed budgets.

Personal Services decreased by 5.54% or \$108,563 due to the reduction of the Business Manager position from full time to part time and shifting the remaining hours to the Water and Stormwater enterprise accounts, and reductions in salaries due to the transition resulting from retirements and resignations of higher-cost, experienced employees, who have been replaced by newer hires at lower salary levels commensurate with their experience.

Expenses are projected to increase by 7.12% or \$44,800. The primary areas of increase are from Special Details, Equipment Maintenance, Traffic Line Striping, and Utility cost increases. Vehicle fuel costs are projected to decrease by \$12,000 as fuel prices have decreased.

Overall, the Public Works budget is proposed with a decrease over the FY25 budget of 2.46 % or \$63,763.

Goals:

- Reduce costs and increase the efficiency and effectiveness of the Highway, Engineering, and Water Departments through better business practices, communication, and coordinated operations.
- Consolidate fiscal oversight and management of procurement, forecasting, budgeting, and payroll activities.
- Enhance the utilization of technology and existing GIS and Computerized Maintenance Management Software (CMMS) for the purposes of planning, tracking, measuring, and optimizing operations and maintenance.
- Improve customer service, public information, and responsiveness to requests and complaints.
- Develop a comprehensive Capital Improvement Plan for town-owned infrastructure, utilities, and related assets.

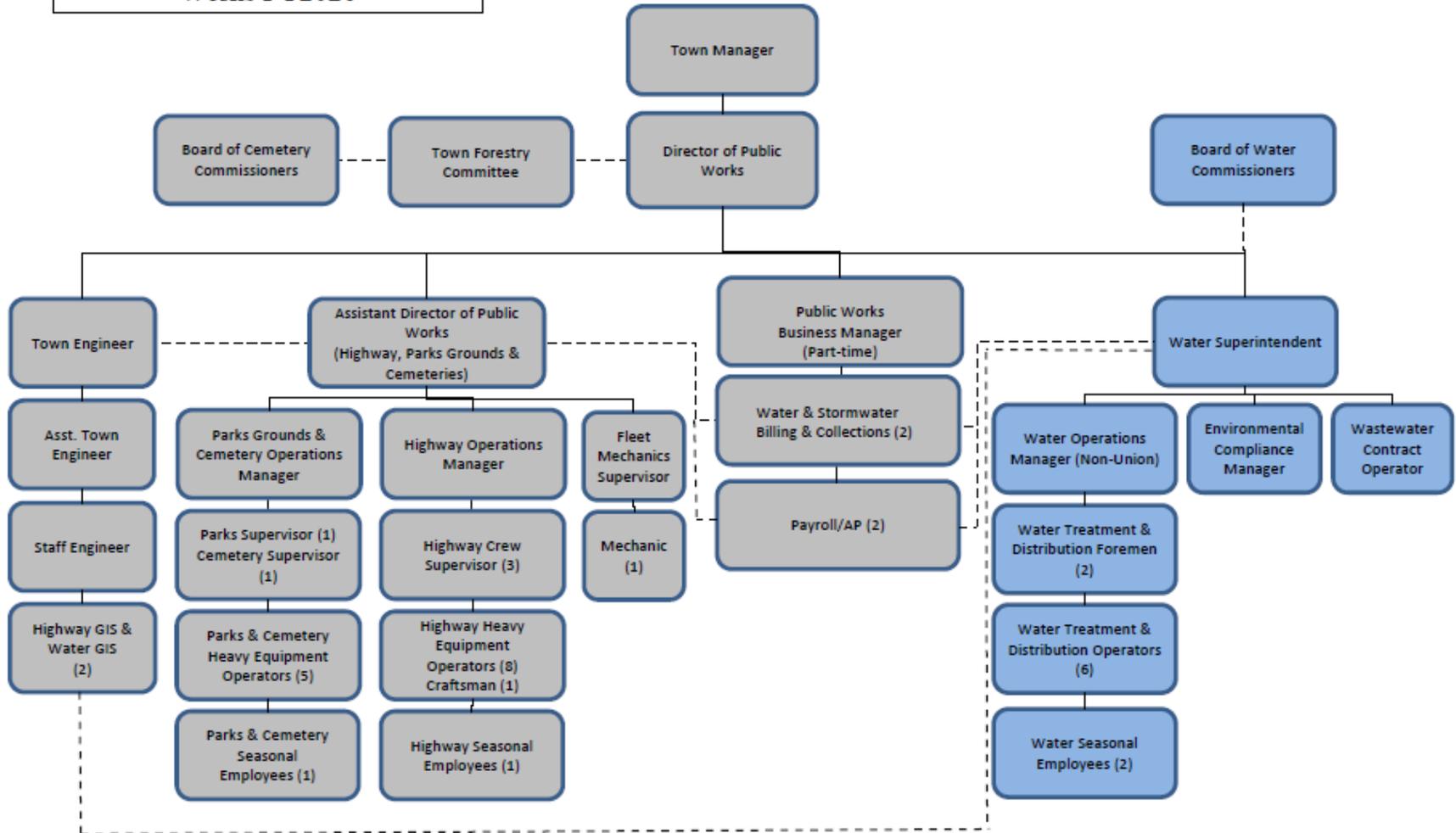
DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
DPW DIRECTOR	153,478.56	164,384.00	167,671.00	167,671.00	171,025.00	174,445.00	2.00%	3,287.00
TOWN ENGINEER	130,660.92	135,940.00	138,659.00	138,659.00	141,432.00	144,261.00	2.00%	2,719.00
ASSISTANT DPW DIRECTOR	69,735.68	132,100.00	134,742.00	127,500.00	130,050.00	132,651.00	-3.48%	(4,600.00)
ASST TOWN ENGINEER	112,201.43	116,735.00	119,069.00	119,069.00	121,451.00	123,880.00	2.00%	2,334.00
GIS COORDINATOR	88,963.16	90,742.00	91,379.00	91,379.00	92,103.00	92,103.00	0.70%	637.00
DPW BUSINESS MANAGER	46,686.67	70,724.00	72,139.00	-	-	-	-100.00%	(70,724.00)
RECORDS SUPERVISOR	71,701.77	74,894.00	74,894.00	74,894.00	74,894.00	75,181.00	0.00%	-
CREW SUPERVISORS	200,734.79	223,333.00	221,120.00	221,120.00	221,120.00	223,333.00	-0.99%	(2,213.00)
OPERATIONS MANAGER	70,240.17	92,415.00	94,264.00	94,264.00	96,149.00	98,072.00	2.00%	1,849.00
MECHANICS SUPERVISOR	79,185.66	83,500.00	83,500.00	83,500.00	83,500.00	83,500.00	0.00%	-
MECHANIC	105,555.60	137,925.00	139,846.00	139,846.00	141,829.00	144,585.00	1.39%	1,921.00
EQUIPMENT OPERATORS / LABORERS	367,352.85	457,810.00	446,091.00	446,091.00	459,575.00	474,274.00	-2.56%	(11,719.00)
SEASONAL STAFF	1,826.24	-	14,400.00	9,600.00	14,400.00	14,400.00		9,600.00
OVERTIME - WEEKEND CALL	41,268.48	56,496.00	40,000.00	40,000.00	40,000.00	40,000.00	-29.20%	(16,496.00)
OTHER OVERTIME	32,618.69	40,000.00	-	-	-	-	-100.00%	(40,000.00)
DEPARTMENTAL STIPENDS	45,131.96	60,000.00	60,240.00	60,240.00	60,240.00	60,240.00	0.40%	240.00
LONGEVITY	10,850.00	14,150.00	12,400.00	12,400.00	13,750.00	15,800.00	-12.37%	(1,750.00)
ON CALL			42,604.00	42,604.00	42,604.00	42,604.00		
INCEN/SICK LEAVE/VACATION BUYBACK	54,152.33	7,000.00	18,552.00	18,552.00	18,873.00	19,286.00	165.03%	11,552.00
TRAVEL - MILEAGE	4,800.00		4,800.00	4,800.00	4,800.00	4,800.00		4,800.00
CATEGORY TOTAL	1,687,144.96	1,958,148.00	1,976,370.00	1,892,189.00	1,927,795.00	1,963,415.00	-5.54%	(108,563.00)

EXPENSES	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
SPECIAL DETAILS	64,352.33	50,560.00	60,560.00	60,560.00	60,560.00	60,560.00	19.78%	10,000.00
UNIFORM ALLOWANCES	16,979.71	19,125.00	18,975.00	18,975.00	18,975.00	18,975.00	-0.78%	(150.00)
ELECTRICITY	37,785.96	45,000.00	50,000.00	50,000.00	50,000.00	50,000.00	11.11%	5,000.00
NATURAL GAS	37,733.12	32,000.00	46,000.00	46,000.00	46,000.00	46,000.00	43.75%	14,000.00
WATER	3,034.58	2,800.00	3,100.00	3,100.00	3,100.00	3,100.00	10.71%	300.00
BUILDING MAINTENANCE	18,647.24	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	0.00%	-
ROAD MAINTENANCE	23,247.82	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
VEHICLE MAINTENANCE	159,586.43	178,000.00	178,000.00	178,000.00	178,000.00	178,000.00	0.00%	-
EQUIPMENT MAINTENANCE	56,375.33	40,500.00	45,500.00	45,500.00	45,500.00	45,500.00	12.35%	5,000.00
IT MAINTENANCE SUPPORT			13,890.00	-	-	-		-
PHONE ALLOWANCE	5,454.14	5,000.00	6,300.00	6,300.00	6,300.00	6,300.00	26.00%	1,300.00
COMMUNICATIONS EQUIPMENT MAINTENAN	5,270.27	3,000.00	4,000.00	4,000.00	4,000.00	4,000.00	33.33%	1,000.00
SIDEWALK MAINTENANCE	14,998.73	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
TRAFFIC LINES / CROSSWALK MAINTENANCE	-	48,000.00	63,000.00	63,000.00	63,000.00	63,000.00	31.25%	15,000.00
SIGNAL MAINTENANCE	9,553.54	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
DAM REPAIR	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DRUG AND ALCOHOL TESTING	1,440.00	2,000.00	1,750.00	1,750.00	1,750.00	1,750.00	-12.50%	(250.00)
TRAINING & DEVELOPMENT	1,737.03	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
ENGINEERING SERVICES		2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
CONTRACTED SERVICES	7,998.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
GIS CONSULTING SERVICES	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
ADVERTISING	4,207.26	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	0.00%	-
DIESEL FUEL	62,550.50	87,000.00	75,000.00	75,000.00	75,000.00	75,000.00	-13.79%	(12,000.00)
OFFICE SUPPLIES	4,696.59	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	0.00%	-
SIGNS / POSTS SUPPLIES	9,960.79	8,500.00	9,000.00	9,000.00	9,000.00	9,000.00	5.88%	500.00
RESURFACE MATERIAL	568.70	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
OTHER PUBLIC WORKS SUPPLIES	10,903.70	5,000.00	7,500.00	7,500.00	7,500.00	7,500.00	50.00%	2,500.00
BOOKS & SUBSCRIPTIONS	149.99	250.00	250.00	250.00	250.00	250.00	0.00%	-
TRAVEL-MILEAGE		500.00	200.00	200.00	200.00	200.00	-60.00%	(300.00)
MEETINGS & CONFERENCES	4,203.98	2,300.00	4,300.00	3,300.00	4,300.00	4,300.00	43.48%	1,000.00
DUES AND MEMBERSHIPS	3,617.84	1,860.00	3,760.00	3,760.00	3,760.00	3,760.00	102.15%	1,900.00
APPROVED SPECIAL DEPT EXPENSES	33,810.70							-
EQUIPMENT	460.86	500.00	500.00	500.00	500.00	500.00	0.00%	-
ENCUMBRANCES	78,170.36							-
CATEGORY TOTAL	681,495.50	629,095.00	688,785.00	673,895.00	674,895.00	674,895.00	7.12%	44,800.00
DEPARTMENT TOTAL	2,368,640.46	2,587,243.00	2,665,155.00	2,566,084.00	2,602,690.00	2,638,310.00	-2.46%	(63,763.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipends	Total
DPW Director	1.0	NON	167,671.00			167,671.00
Town Engineer	1.0	NON	138,659.00	1,700.00		140,359.00
Assistant DPW Director	1.0	EXEM	127,500.00	-		127,500.00
Assistant Town Engineer	1.0	NON	119,069.00	1,200.00		120,269.00
GIS Coordinator	1.0	OPEIU	91,379.00	1,200.00		92,579.00
Records Supervisor	1.0	CWA	74,894.00	950.00		75,844.00
Crew Supervisors	3.0	WPWA	221,120.00	1,450.00		222,570.00
Operation Supervisors	1.0	WPWA	94,264.00	1,600.00		95,864.00
Mechanics Supervisor	1.0	WPWA	83,500.00	1,100.00		84,600.00
Mechanics/Craftsman	2.0	WPWA	139,846.00	2,200.00		142,046.00
Equipment Operations	7.5	WPWA	446,091.00	1,000.00		447,091.00
Seasonal Staff			9,600.00			9,600.00
Overtime			40,000.00			40,000.00
Departmental Stipends					60,240.00	60,240.00
On Call			42,604.00			42,604.00
Incentive/Sick/Vacation Buyback			18,552.00			18,552.00
Travel / Mileage					4,800.00	4,800.00
Total Personal Services	20.5		1,814,749.00	12,400.00	65,040.00	1,892,189.00

Department of Public Works FY2026



Department of Public Works: 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:

- Advance the Boston Road Reconstruction Project to the construction phase, and work with MassDOT to discontinue a portion of the State Layout on Boston Road for consideration of street acceptance by Town Meeting.
- Begin construction on two new culvert projects at Reed Brook near the Day School, and at an unnamed brook on Acton Road near Greenwood Road using Stormwater Enterprise funds.
- Initiate design and permitting for dam improvements and repairs identified in the 2018 Phase II Evaluation Reports for the Nabnasset & Stony Brook Dams.
- Work with abutters, the Pedestrian Safety Committee and the Select Board to complete the design of a sidewalk connection on Plain Road between the Grassy Pond parking area and Depot Street at the Stony Brook Conservation Land entrance.
- Initiate design phase of a proposed new sidewalk from Pleasant Street to an existing sidewalk network on Patten Road.
- Assist the Highway Department with the construction of new pedestrian safety improvements at the intersection of Texas Road and Carlisle Road near the Jack Walsh Field.
- Finalize the design and land acquisitions for proposed pedestrian safety improvements at the intersection of West Street and North Main Street and advance the project to the construction phase.
- Assist MassDOT with the final design of the historic Stony Brook Bridge Project, including Community Compliance for land acquisitions, the Article 97 legislative process and the development of a resident relocation plan in compliance with the Uniform Relocation Act.
- Advance the Littleton Road Widening Project through the MassDOT Project Development process and secure project funding with assistance from our regional planners at the Northern Middlesex Council of Government. (NMCOG).
- Continue to assist in the coordination of public works projects with the Water Department and Highway Department through the Department of Public Works.
- Provide guidance to other departments that need to complete assigned tasks and satisfy state and federal stormwater permit requirements.
- Reevaluate the town's Road Surface Rating and continue to assist the Highway Department with operating and implementing a pavement management program.

Description of Changes:

The Engineering personal services and expenses have been added to the 405 Department of Public Works Budget. Engineering specific expenses include an increase in Meetings & Conferences from \$300 to \$1,000 that will allow for additional regulatory training for new Staff Engineer. A 2.0% cost of living increase was also included in the budget.

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.

Department of Public Works: Highway Division**Mission Statement:**

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

Goals:

- To support the Director of Public Works in streamlining and simplifying Highway Operations and functions to ensure the best use of staff, reduce costs and increase efficiencies, while maintaining the quality of service to the public.
- To work with the Pedestrian Safety Committee, Police, Fire, Engineering, Board of Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.
- To continue to provide the Highway Division employees with the safest possible workplace to prevent injuries and property loss and to maximize insurance company savings through their loss prevention reward program.

Programs & Services:

The Highway Division maintains approximately 152 miles of town roads through the Town's Pavement Management Program, repainting of traffic lines and pavement markings, installation and maintenance of traffic and pedestrian street signs, roadside brush trimming, and snow and ice control. In addition, the Highway Division maintains nine town-owned bridges and three dams, works as agents of the Tree Warden by maintaining all public shade trees within the town's rights-of-way, and supports the town's Stormwater Management Program by providing street sweeping and catch basin and storm drain repair, maintenance, and inspection.

423 Snow & Ice

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
EMERGENCY OVERTIME	194,114.75	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
CATEGORY TOTAL	194,114.75	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
EXPENSES								
EQUIPMENT MAINTENANCE	-	-	-	-	-	-	-	-
CONTRACTED SNOW REMOVAL	78,202.50	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%	-
GASOLINE	11,595.73	21,820.00	21,820.00	21,820.00	21,820.00	21,820.00	0.00%	-
PLOW BLADES	-	-	-	-	-	-	-	-
SAND AND SALT	240,203.45	201,090.00	201,090.00	201,090.00	201,090.00	201,090.00	0.00%	-
SUPPLEMENTAL EXPS	-	-	-	-	-	-	-	-
CATEGORY TOTAL	330,001.68	324,000.00	324,000.00	324,000.00	324,000.00	324,000.00	0.00%	-
DEPARTMENT TOTAL	524,116.43	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	0.00%	-

Description of Changes:

The Snow and Ice budget remains unchanged from the prior fiscal year’s budget. By statute, the town is allowed to overspend the snow & ice budget. In FY26, we currently have an additional \$400,000 earmarked in free cash to fund any deficit that occurs.

Personnel:

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

424 Street Lights

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
ELECTRICITY STREET LIGHTS	5,718.79	20,000.00	35,000.00	35,000.00	35,000.00	35,000.00	75.00%	15,000.00
STREET LIGHT MAINTENANCE	7,046.36	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
ENCUMBRANCES	7,500.00							-
CATEGORY TOTAL	20,265.15	30,000.00	45,000.00	45,000.00	45,000.00	45,000.00	50.00%	15,000.00
DEPARTMENT TOTAL	20,265.15	30,000.00	45,000.00	45,000.00	45,000.00	45,000.00	50.00%	15,000.00
PUBLIC WORKS TOTAL	2,913,022.04	3,017,243.00	3,110,155.00	3,011,084.00	3,047,690.00	3,083,310.00	-1.62%	(48,763.00)

Programs & Services:

In 2018 / 2019, the entire town was retrofitted with LED streetlight fixtures that continue to provide the town with electricity savings. The new fixtures also came with a 10-year manufacturer warranty for any defects. The town continues to procure the services of qualified electrical workers to safely service the lighting fixtures throughout town, as required.

Description of Changes

The expense budget for street lights is projected to increase by 50%, or \$15,000. The increase is due to increased maintenance needs on the Town’s street lighting network as it ages. Primary issues faced include replacement of direct buried electrical lines for the Colonial style lamps, replacement of LED lights from damage incurred from trees, and labor to perform warranty replacements on failed lights.

430 Waste Collection and Disposal

Mission Statement:

The mission of the Solid Waste and Recycling program is to:

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

Description of Changes:

Beginning on July 1, 2024, collection of solid waste and recycling began under a new consolidated hauler, E.L. Harvey & Sons. Previously, separate contracts were maintained for each service. As the Town had contracted with the same local solid waste hauler (a small family-owned business) for many years, there was a substantial cost increase as the contract settled closer to regional market rates. This cost increase was a significant driver for the FY25 Budget.

Our contract with E.L. Harvey is broken up into three parts: (1) solid waste collection, (2) recycling collection, and (3) a “blended value” disposal fee based on the tonnage and different types of recyclables collected from our residents. As recently as July of 2022, the town received rebate checks from Waste Management due to the positive value of the commodities being collected in town. This significantly changed around the beginning of FY23 when the market for recyclables took a downturn, thus eliminating the town’s rebates and instead added additional processing costs to our monthly invoices. In the 12-month period preceding the FY25 Budget development the processing costs resulting from these decreased commodities market prices averaged \$72.36 per ton. In the most recent 12-month period, processing costs have dropped almost 38% to an average of \$45.20 per ton. While commodities prices do fluctuate with market volatility, staff is forecasting a decrease in processing costs relative to the FY25 budget.

Since 2013, Westford has been participating in a joint procurement with seven other communities (Bedford, Burlington, Chelmsford, Dracut, North Reading, Tewksbury, and Tyngsboro) to negotiate the town’s contract for solid waste disposal services. The Town will enter year 2 of a five-year contract with Reworld (formerly COVANTA). The cost of solid waste disposal in the Commonwealth continues to increase dramatically as the number of landfills continues to decline and incinerator capacity is increasingly limited. For FY25, the town is paying \$99.77 per ton to dispose of our community’s residential solid waste. This will escalate with the Consumer Price Index.

Overall, trash tonnage (the single largest variable in our costs) has continued to trend downwards since the new contract began. On average, tipping tonnage has decreased an average of 18% over the same 3-month period in the prior fiscal year. While this is good news, it is too early to tell with certainty if this trend will continue, so the forecasted costs conservatively estimate we will see a more modest decrease of around 13% after adjusting for the increased cost per ton.

Waste Collection & Disposal also includes ongoing costs associated with the Town’s closed landfill. The Massachusetts Department of Environmental Protection recently imposed additional requirements on the Town including conducting tests on nearby private groundwater wells. This additional cost is included in the proposed budget.

The Town is currently evaluating options for a variable rate fee structure for curbside collection. With the decreased tonnage and increasing commodities prices for recycled materials resulting in an overall reduction for FY2026, costs increases for disposal continue to outpace Proposition 2 1/2. The proposed budget does not contemplate any changes as research is ongoing. Please visit the Town’s website at www.westfordma.gov/recycling-trash for additional information.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
CURBSIDE COLLECTION-RECYCLING	1,229,635.23	1,715,000.00	1,780,000.00	1,780,000.00	1,830,000.00	1,880,000.00	3.79%	65,000.00
SOLID WASTE DISPOSAL SERVICES	664,359.14	742,289.00	648,084.00	648,084.00	680,877.00	715,329.00	-12.69%	(94,205.00)
RECYCLING PROCESSING SERVICES	111,613.73	160,000.00	148,208.00	148,208.00	152,655.00	157,235.00	-7.37%	(11,792.00)
FUEL SURCHARGE/CREDIT	14,534.32		-	-	-	-		-
HAZARDOUS WASTE DISPOSAL	794.00	5,000.00	5,150.00	5,150.00	5,305.00	5,465.00	3.00%	150.00
LANDFILL MONITORING	16,900.00	17,500.00	35,000.00	30,000.00	31,000.00	32,000.00	71.43%	12,500.00
SUPPLIES	1,100.00	2,000.00	3,000.00	1,000.00	3,000.00	3,000.00	-50.00%	(1,000.00)
FORMS-PRINTING	-							-
ENCUMBRANCES	107,572.04							-
CATEGORY TOTAL	2,146,508.46	2,641,789.00	2,619,442.00	2,612,442.00	2,702,837.00	2,793,029.00	-1.11%	(29,347.00)
DEPARTMENT TOTAL	2,146,508.46	2,641,789.00	2,619,442.00	2,612,442.00	2,702,837.00	2,793,029.00	-1.11%	(29,347.00)

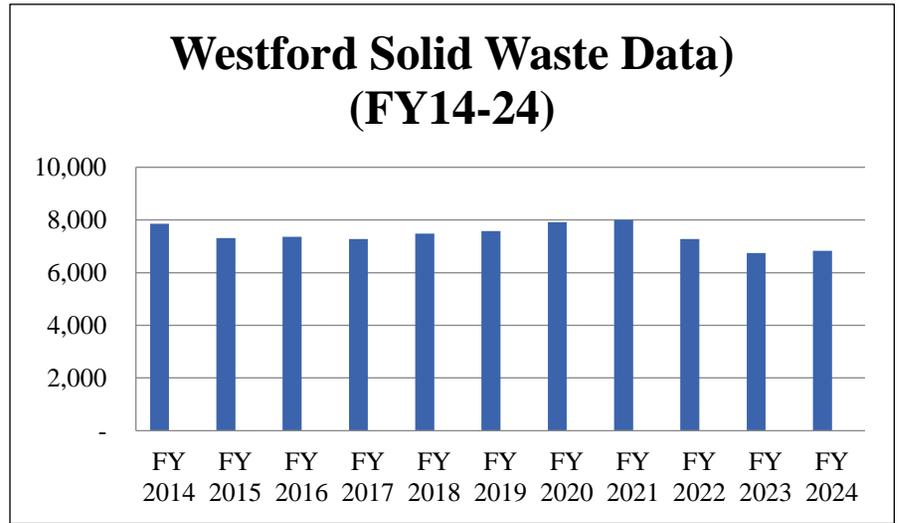
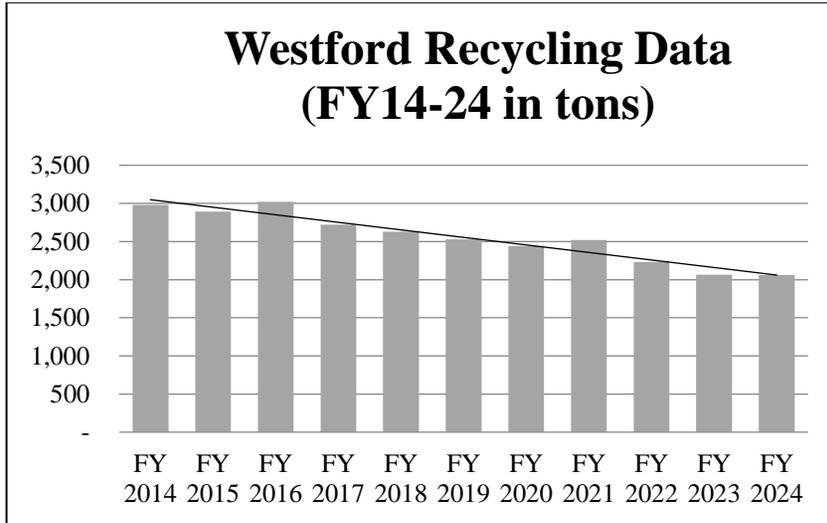
Programs & Services:

Recycling pickup is every other week for Westford residents. Throughout the year, special collection events are held including; Electronics Collection, Brush Chipping, Household Hazardous Waste Collection, and the Litter League Green Team where residents partner with the Highway Department for litter pickup. Please visit the Recycling Commissions’ website at <https://www.westfordma.gov/408/Recycling-Commission> for a schedule of events.

This budget funds the contract with E.L. Harvey for weekly refuse collection and the disposal of the costs (also known as “tipping fees”) charged for each ton delivered to the incinerator company.

Metrics:

Westford experienced a 7.39% decrease in trash tonnage and a 7.4% decrease in recycling tonnage in FY23 compared to the previous fiscal year.



Solid Waste Tonnage – FY14 to FY24	
Fiscal Year 2014	7,851 tons
Fiscal Year 2015	7,308 tons
Fiscal Year 2016	7,354 tons
Fiscal Year 2017	7,280 tons
Fiscal Year 2018	7,483 tons
Fiscal Year 2019	7,575 tons
Fiscal Year 2020	7,915 tons
Fiscal Year 2021	7,996 tons
Fiscal Year 2022	7,280 tons
Fiscal Year 2023	6,742 tons
Fiscal Year 2024	6,825 tons

442 Wastewater Treatment Management

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
CENTER SEWER SYSTEM MAINTENANCE	3,761.29	6,000.00	8,300.00	8,300.00	8,715.00	9,151.00	38.33%	2,300.00
ABBOT REPAIRS & SERVICES	421.41	5,000.00	5,250.00	5,250.00	5,513.00	5,789.00	5.00%	250.00
ABBOT BUILDING MAINTENANCE SVCS - SEPTIC	600.04	586.00	616.00	616.00	647.00	679.00	5.12%	30.00
ABBOT SLUDGE PUMPING & REMOVAL	6,206.63	6,649.00	6,982.00	6,982.00	7,331.00	7,698.00	5.01%	333.00
ABBOT MONITORING / TESTING SERVICES	5,233.27	5,530.00	5,807.00	5,807.00	6,097.00	6,402.00	5.01%	277.00
ABBOT CONTRACTED SERVICES	28,523.97	30,120.00	31,626.00	31,626.00	33,208.00	34,868.00	5.00%	1,506.00
ABBOT SEPTIC SUPPLIES	439.85	554.00	582.00	582.00	611.00	642.00	5.05%	28.00
BLANCHARD REPAIRS & SERVICES	15,292.25	12,000.00	12,600.00	12,600.00	13,230.00	13,892.00	5.00%	600.00
BLANCHARD BUILDING MAINTENANCE SVCS	554.59	585.00	615.00	615.00	645.00	678.00	5.13%	30.00
BLANCHARD SLUDGE PUMPING & REMOVAL	6,206.63	6,649.00	6,982.00	6,982.00	7,331.00	7,698.00	5.01%	333.00
BLANCHARD MONITORING / TESTING SERVICES	7,365.53	7,800.00	8,190.00	8,190.00	8,600.00	9,030.00	5.00%	390.00
BLANCHARD CONTRACTED SERVICES	28,507.30	30,100.00	31,605.00	31,605.00	33,186.00	34,845.00	5.00%	1,505.00
BLANCHARD SEPTIC SUPPLIES	439.61	554.00	582.00	582.00	611.00	642.00	5.05%	28.00
STONY BROOK REPAIRS & SERVICES	11,659.55	9,000.00	9,450.00	9,450.00	9,923.00	10,419.00	5.00%	450.00
STONY BROOK BUILDING MAINTENANCE SVCS	553.68	585.00	615.00	615.00	645.00	678.00	5.13%	30.00
STONY BROOK SLUDGE PUMPING & REMOVAL	6,206.83	6,649.00	13,963.00	13,963.00	14,662.00	15,395.00	110.00%	7,314.00
STONY BROOK MONITORING / TESTING SERVICES	14,764.95	15,600.00	16,380.00	16,380.00	17,199.00	18,059.00	5.00%	780.00
STONY BROOK CONTRACTED SERVICES	28,449.30	30,100.00	31,605.00	31,605.00	33,186.00	34,845.00	5.00%	1,505.00
STONY BROOK SEPTIC SUPPLIES	403.13	554.00	582.00	582.00	611.00	642.00	5.05%	28.00
WA REPAIRS & SERVICES	7,810.51	12,500.00	13,125.00	13,125.00	13,782.00	14,471.00	5.00%	625.00
WA BUILDING MAINTENANCE SVCS - SEPTIC	552.60	585.00	615.00	615.00	645.00	678.00	5.13%	30.00
WA SLUDGE PUMPING & REMOVAL	12,413.21	13,110.00	13,766.00	13,766.00	14,454.00	15,177.00	5.00%	656.00
WA MONITORING / TESTING SERVICES	27,439.93	28,500.00	29,925.00	29,925.00	31,422.00	32,993.00	5.00%	1,425.00
WA CONTRACTED SERVICES	28,406.01	30,000.00	31,500.00	31,500.00	33,075.00	34,729.00	5.00%	1,500.00
WA SEPTIC SUPPLIES	438.05	554.00	582.00	582.00	611.00	642.00	5.05%	28.00
ENCUMBRANCES								-
CATEGORY TOTAL	242,650.12	259,864.00	281,845.00	281,845.00	295,940.00	310,742.00	8.46%	21,981.00
DEPARTMENT TOTAL	242,650.12	259,864.00	281,845.00	281,845.00	295,940.00	310,742.00	8.46%	21,981.00

Description of Changes

In FY14, the Water Department assumed management responsibility of wastewater treatment plant operations and maintenance from the School Department. The Water Departments solicits competitive bids for Professional Wastewater Treatment Facilities Contract Operation Services to operate and maintain the Town’s four decentralized wastewater treatment plants. These contracts are typically for one-year with an annual renewal option for two consecutive years. Overall, the FY26 budget is increasing by 8.46% from FY25 due to increased costs from a new contract with the contract operations firm that began in FY23 and additional wastewater sampling, testing, and residual pumping requirements required by MassDEP in recent facility permit renewals.

491 Cemetery

Mission Statement:

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

Goals:

- Work with DPW and Technology Services to improve Cemetery technology and software
- Continue addressing needed tree work at Cemetery properties
- Continue updating historic cemetery records to a user-friendly electronic database
- Prepare cemetery grounds for holiday visits

Description of Changes:

Personal Services increased by 5.58% or \$8,945, primarily due to union contract step adjustments, the addition of one seasonal laborer position, and an expected increase in seasonal overtime to budget for actual expenditures from past years to meet the service level expectations of residents. The seasonal labor position is a split position to be funded through this budget and the 650 Parks & Grounds budget. Expenses increased by 2.21% or \$770 to reflect recent spending trends. Overall, the Cemetery Department budget increased by 4.98% or \$9,715. This increase will be offset by appropriating \$10,000 from the Cemetery Perpetual Care Expendable Trust, resulting in a general fund budget of \$194,792.

Perpetual Care Trust Fund: The principal deposited in this trust fund is not available for expenditure. This principal is invested, and the interest yielded on an annual basis is available for expenditure in accordance with MGL.

Sale of Lots: The funds deposited in this account are available for expenditure by Town Meeting vote.

Cemetery Fees: In addition to Sale of Lots, the Cemetery Department generates revenue via fees associated with services, including monument permits and grave opening fees. This revenue is deposited into the General Fund on an ongoing basis throughout the Fiscal Year. In FY24, the most recent year for which we have a full year of actual data, the Cemetery Department deposited \$44,300 into the General Fund via grave opening and monument permit fees.

Programs & Services:

The Cemetery Department handles all aspects of day-to-day operations, including showing and selling burial lots; maintaining accurate records; working with funeral directors, families, relatives, Veterans Agent and contractors in the coordination of interments; assisting the general public

and visitors with genealogical research; maintenance and upkeep of formal landscapes, walls, roadways, buildings and associated infrastructure; and preparing properties for major holidays, including Memorial Day and Veterans Day.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
SENIOR ASSISTANT	19,568.64	20,799.00	21,216.00	21,216.00	21,639.00	21,639.00	2.00%	417.00
CEMETERY SUPERVISOR	71,988.83	73,707.00	73,707.00	73,707.00	73,707.00	73,989.00	0.00%	-
EQUIPMENT OPERATORS / LABORERS	57,286.55	58,885.00	62,463.00	62,463.00	64,356.00	67,261.00	6.08%	3,578.00
SEASONAL STAFF	-	-	7,200.00	3,600.00	7,200.00	7,200.00		3,600.00
SEASONAL OVERTIME	7,058.70	5,900.00	7,000.00	7,000.00	7,000.00	7,000.00	18.64%	1,100.00
LONGEVITY INCENTIVE	936.00	936.00	1,186.00	1,186.00	1,186.00	1,306.00	26.71%	250.00
								-
CATEGORY TOTAL	156,838.72	160,227.00	172,772.00	169,172.00	175,088.00	178,395.00	5.58%	8,945.00
EXPENSES								
ELECTRICITY	1,160.67	1,300.00	1,500.00	1,500.00	1,500.00	1,500.00	15.38%	200.00
PROPANE GAS	1,562.30	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	0.00%	-
WATER	9,665.99	8,800.00	8,800.00	8,800.00	8,800.00	8,800.00	0.00%	-
GROUNDS MAINTENANCE	4,859.25	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
VEHICLE MAINTENANCE	3,434.51	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
EQUIPMENT MAINTENANCE	5,419.25	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
OTHER CONTRACTUAL SERVICES	2,000.08	500.00	500.00	500.00	500.00	500.00	0.00%	-
GASOLINE	5,269.52	5,000.00	5,500.00	5,500.00	5,500.00	5,500.00	10.00%	500.00
OFFICE SUPPLIES	184.29	300.00	300.00	300.00	300.00	300.00	0.00%	-
CLEANING/CUSTODIAL SUPPLIES	217.34	150.00	220.00	220.00	220.00	220.00	46.67%	70.00
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
DUES & MEMBERSHIPS	400.00	100.00	100.00	100.00	100.00	100.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	34,173.20	34,850.00	35,620.00	35,620.00	35,620.00	35,620.00	2.21%	770.00
DEPARTMENT TOTAL	191,011.92	195,077.00	208,392.00	204,792.00	210,708.00	214,015.00	4.98%	9,715.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Senior Assistant	0.4	CWA	21,216.00	336.00	21,552.00
Cemetery Supervisor	1.0	WPWA	73,707.00	850.00	74,557.00
Heavy Equipment Operator	1.0	WPWA	62,463.00	-	62,463.00
Seasonal Staff			3,600.00		3,600.00
Overtime			7,000.00		7,000.00
Total Personal Services	2.4		167,986.00	1,186.00	169,172.00

Metrics:

DESCRIPTION	TYPE	FY21	FY22	FY23	FY24
SALE OF LOTS	SINGLE GRAVE	28	23	27	16
	2 GRAVE LOT	16	13	18	19
	3 GRAVE LOT	2	1	2	0
	4 GRAVE LOT	0	1	2	0
	CREMATION LOTS (urn garden)	0	0	2	0
	NICHES - COLUMBARIUM	2	2	5	0
	GREEN BURIAL LOT	0	8	14	21
	TOTAL SALE OF LOTS	48	48	70	56
BURIALS	FULL BURIAL	34	24	22	24
	CREMATION BURIAL	28	27	27	28
	GREEN BURIAL	0	2	2	4
		TOTAL BURIALS	62	53	51
MONUMENTS		36	33	24	62

Health & Human Services

510 Board of Health

Mission Statement:

The mission of the Westford Health Department and its Board of Health is to prevent adverse health conditions, promote individual well-being, and protect the physical, mental, and environmental health of the Westford community through public health education and services.

Vision:

We envision a healthy, safe, inclusive community with reliable and equitable access to health resources where all residents can achieve the highest level of wellness.

Health Department:

The Westford Health Department provides a wide range of clinical, environmental, and emergency prep services to help monitor and improve the health and safety 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. We are committed to planning and delivering accessible health services to Westford residents and reducing the incidence of illness and death in our community through surveillance and education.

FY26 Department Goals

- Update our Emergency Management plan sections and educate staff on plan. Collaborate with emergency management staff to distribute information to the public about emergencies through community events, fairs, and events with COA during EP month. Incorporate an equity lens to the plan.
- Secure grants and revenue to supplement existing budget.
- Continue progress on department national accreditation.
- Complete the Department Strategic Plan with the help of staff and consultants.
- Draft and Implement Westford Demolition regulations.
- Continue work towards completing additional FDA standards for our food inspectional program. Adopt and implement the 2022 Food code. Educate food establishments on all changes.
- Implement a synthetic-derived product education campaign for all food businesses (CBD-DELTA food products).
- Implement SAMBOX initiatives for Westford businesses. Increase goal of local businesses.

- Establish PFAS education plan for neighbors of tested sites in the community.
- Review and update health department website.
- Draft Rooming House regulations.
- Opioid Overdose Education Kit for Pharmacies in Westford.
- Increase utilization of available mental health services through effective communication with the public.
- Create a local mental health resources booklet/roadmap.
- Create a network of volunteers/knowledgeable community members for disseminating mental health information.
- Host community presentations/workshops about the impact of the environment on health with clear action steps that residents can take.

Description of Changes:

1. Our “Biohazardous Waste” line item of \$1,400 has been eliminated because it will be funded under the Opioid Settlement funds.
2. We are requesting an increase in our vehicle maintenance line item in FY26-28 to replace tires, alignments, and oil changes for two department vehicles.
3. We requested funding to reinstate our school dental program. This public health prevention program had been offered for over 20 plus years. This program provides annual free dental screenings to students in grades K through 5th. The program also provided annual dental cleanings with fluoride treatment to grades 1,2, and 4. The budget line item of \$3,600 pays for the screening and cleaning supplies, equipment, and the dental hygienist’s time. We charged \$20 per student for the dental cleaning. The program was eliminated with the failed override in FY25 and the funding was not reinstated for FY26.
4. Our proposed budget also demonstrates an increase in the “Meeting and Conferences” budget line item. This line item pays for required certificates, credentials, continuing education, and contact hours that all department staff are required to have to conduct their jobs. Our department has many staff members who need to complete and maintain these credentials. Two staff members have certificates and credential requirement coverage in their union contract. Our department tries to supplement this budget line item with grant funding and sitting on outside organizations to help pay for our required continuing education.

Grants:

This year, we continued to apply for grants, which enable us to provide expanded services to the residents. We are extremely grateful for the support of all our partners, which enables us to continue to provide high-quality preventive services to the community.

1. **MDPH Public Health Excellence Grant Program: \$581,487.08 per year for 3 years=\$1,744,461.24.** Our department is the host agency for a Regional Shared Services grant. The town receives an administrative fee. **Grant Admin Fee returned to the town \$42,893.30 for general fund.** Host agent for Westford, Acton, Lowell, and Dracut. \$296,000 per year for 3 years. Funding pays for three positions. 1.)

- Full-time regional employee, Regional Community Health, and Wellness Coordinator. 2.) Contracted Regional Grant Manager. 3.) Contracted Regional Accreditation Coordinator position. 4.) Regional Health inspector was hired in 2024 with these grant funds.
2. **Public Health Emergency Preparedness Grant (PHEP): \$13,070**
This grant pays for our MRC Coordinator's salary. Scope of Work defined by the state. Westford is host agent.
 3. **Medical Reserve Corp (MRC): \$35,646**
This grant also pays for our MRC Coordinator's salary. Scope of Work defined by the state. To provide Training to MRC, newsletter, etc. Westford is host agent and UMV MRC Director for region three.
 4. **Operational Readiness Award (ORA) 2024: \$10,000** Project focused on training and supplies.
 5. **NACCHO RISE Grant 2022-2024: Extended \$75,000** MRC strategic planning and training. Build Capacity.
 6. **NACCHO RISE Grant 2022-2024 Extension: \$26,250** Shelter training and MOU's, gear for MRC.
 7. **NACCHO RISE Grant: Extension: \$10,000** Shelter supplies.
 8. **MassCALL3 Current Grant \$250,000 (We are not the Host Agent):** The MC3 concentrates on substances of first use (alcohol, cannabis, nicotine) in our youth 12-17 years of age or twenty-one and under.
 9. **2022-2024 Extended: GLCF Strengthening Mental Health Support for Children and Adolescents in Greater Lowell (current grant awarded \$15,000)**
 10. **2022-2024 Closing: FDA/AFDO National Retail Standards Program: \$10,000.** FDA Food Code Standards: Two grants to work towards Standard #9 Program Assessment and Standard #6 Compliance and Enforcement. Complete Standard #1
 11. **2022-2024 Closing FDA NEHA National Retail Standards Program: \$6,000.** To complete a Comprehensive Strategic Plan of all nine FDA Retail Standards.
 12. **Greater Lowell Health Alliance-Mini grant \$2,000** for the Coalition of Non-Violence to purchase education materials and it funds the "Light up Westford" initiative.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
HEALTH DIRECTOR	110,381.96	114,842.00	117,139.00	117,139.00	119,482.00	121,871.00	2.00%	2,297.00
HEALTH AGENT	80,691.73	81,817.00	83,859.00	83,859.00	85,955.00	89,401.00	2.50%	2,042.00
ASSISTANT HEALTH DIRECTOR	74,183.99	97,414.00	99,362.00	99,362.00	101,349.00	103,376.00	2.00%	1,948.00
FOOD INSPECTOR	32,595.69	34,209.00	35,065.00	35,065.00	35,942.00	36,839.00	2.50%	856.00
NURSE	74,991.82	97,903.00	99,861.00	99,861.00	101,858.00	104,293.00	2.00%	1,958.00
RECORDS SUPERVISOR	53,242.52	60,468.00	63,012.00	63,012.00	65,440.00	67,007.00	4.21%	2,544.00
LONGEVITY	2,150.00	2,850.00	3,350.00	3,350.00	3,350.00	4,050.00	17.54%	500.00
CATEGORY TOTAL	428,237.71	489,503.00	501,648.00	501,648.00	513,376.00	526,837.00	2.48%	12,145.00
EXPENSES								
UNIFORM ALLOWANCE	404.21	450.00	450.00	450.00	450.00	450.00	0.00%	-
VEHICLE MAINTENANCE	362.68	400.00	2,000.00	2,000.00	2,000.00	600.00	400.00%	1,600.00
CONTRACTED CLERICAL SERVICES	1,612.59	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	0.00%	-
BIOHAZARD WASTE DISPOSAL	1,134.45	1,400.00	-	-	-	-	-100.00%	(1,400.00)
LABORATORY SERVICES	125.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
DENTAL SERVICES	3,515.62	-	3,600.00	-	4,000.00	4,000.00	-	-
CONTRACTED SERVICES	-	-	-	-	-	-	-	-
CONSULTING SERVICES	-	1,800.00	1,800.00	1,800.00	2,800.00	2,800.00	0.00%	-
ADVERTISING - LEGAL	665.06	600.00	700.00	700.00	600.00	600.00	16.67%	100.00
PRINTING SERVICES	1,629.42	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
GASOLINE	1,001.03	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
OFFICE SUPPLIES	1,257.13	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
HEALTH / MEDICAL SUPPLIES	1,911.07	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
TRAVEL - MILEAGE	847.82	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEETINGS & CONFERENCES	3,754.93	2,000.00	4,000.00	4,000.00	4,000.00	4,000.00	100.00%	2,000.00
DUES & MEMBERSHIPS	1,098.82	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	19,319.83	20,900.00	26,800.00	23,200.00	28,100.00	26,700.00	11.00%	2,300.00
DEPARTMENT TOTAL	447,557.54	510,403.00	528,448.00	524,848.00	541,476.00	553,537.00	2.83%	14,445.00

Programs & Services:

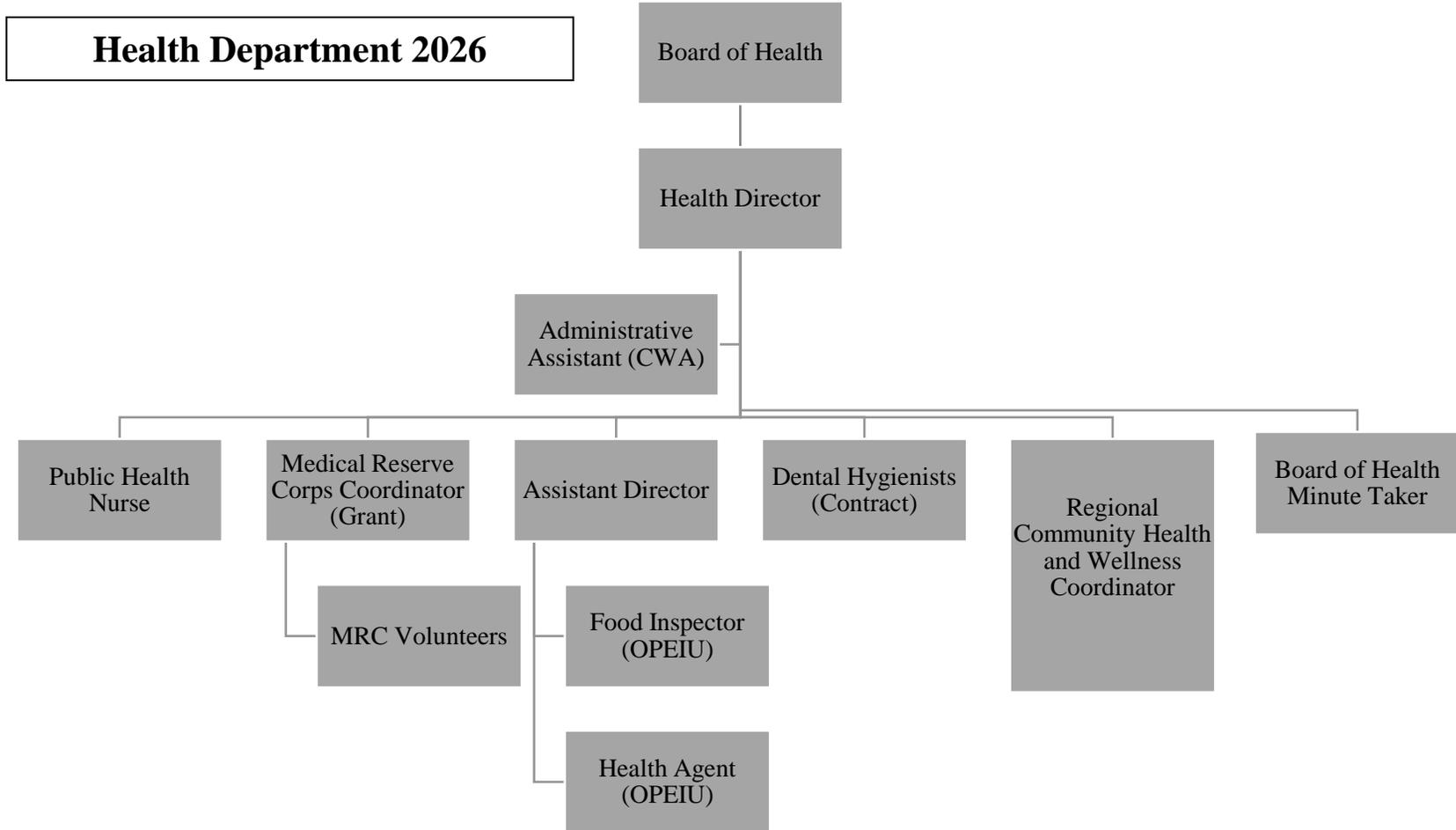
The Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff promote positive health practices, protect the health of the community, and encourage healthy behaviors across the life span. We are committed to planning, delivering accessible health services to Westford residents, and reducing the incidence of illness and death in our community through surveillance and education.

Health Services focuses on early detection of disease, emerging disease, elimination, or control of risk factors for adverse health conditions, and the application of available preventative measures. We address a comprehensive range of health conditions and concerns. Programs and services include: communicable disease surveillance and communicable disease control; immunization programs including yearly community and school-based flu clinics; Stop the Bleed and CPR classes; health fairs; educational health programs for community and schools; lead program; health screenings; mental programs and referrals; substance abuse prevention services; opioid and suicide prevention; school-based dental program for grades k-5; 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 collection program and unwanted medication drop off; emergency preparedness.

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

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Health Director	1.0	EXEM	117,139.00	1,700.00	118,839.00
Assistant Health Director	1.0	EXEM	99,362.00	700.00	100,062.00
Health Agent	1.0	OPEIU	83,859.00	-	83,859.00
Nurse (7.5 hr Revolving Fund)	1.0	NON	99,861.00	950.00	100,811.00
Food Inspector	0.5	OPEIU	35,065.00		35,065.00
Records Supervisor	1.0	CWA	63,012.00	-	63,012.00
Total Personal Services	5.5		498,298.00	3,350.00	501,648.00



Metrics

Communicable Disease	(These are confirmed cases only)	Confirmed & Suspect/Probable cases			
	FY23	FY24		FY23	FY24
Babesiosis	0	5/1	Clinics		
Campylobacter	2	1/2	Seasonal Flu immunizations	877	641
Salmonella	2	2	Pediatric Flu Immunizations	240	221
Influenza (FLU)	253	125/28	Pneumonia	0	0
Giardia	1	1/2	COVID-19	938	556 in total
Hepatitis B	0	2/15	Home Visits	12	1
Hepatitis C	1	1	School Dental Program	299	194
HGA	3	8/2	Hypertension Screening	16	26
Legionellosis	2	0	Animal Bite Consultation	10	10
Lyme Disease	0	0/72	Hearing	80	81
Group A Streptococcus	2	2	TB Testing	1	0
COVID Vaccinations	100	0	Other Immunizations	3	6
Shiga toxin Producing Organism	0	1/1	Educational Programming		
Group A Streptococcus	0	2			

Group B Streptococcus	0	1	Number of Programs	8	8
Malaria	0	1	Participants	274	236
Active TB	0	0	CPR/First Aid trained.	44	27
			Hands Only CPR		25
Latent TB Infection	2	54/6			
Pertussis	0	3	Employee Health Programs		
Powassan Virus Infection	0	2	Number of Programs	4	4
Vibrio Species	0	1	Participants	91	92
Arranged discounted health club membership for employees	12	20			

Applications Reviewed/Permits Approved

Septic Related	FY23	FY24	Food Service Related	FY23	FY24
Septic Haulers/Installers	83	81	Permitted Food Establishments	147	153
Soil Evaluations & Percolation Testing	72	76	Food Establishment Complaints	18	14
System Construction	135	154	Catering Licenses	4	4
Portable Chemical Toilets	7	10	Other (Frozen Dessert, Milk & Cream)	145	138

Title 5 Inspections Reviewed	197	176	Food Establishment Plans Reviewed	8	8
System Construction Inspections	540	616	Mobile	15	16
	FY23	FY24	Seasonal Establishments	19	29
Water/Well Systems Related			Temporary Events	71	82
Wells/Water Systems	23	15	Farmer's Market	12	16
			Residential	10	7
Camp/Camping Related			Miscellaneous		
Day/Overnight & Rec Camps	6	6	Temporary Housing	2	2
Inspections Conducted	7	8	Housing Inspections	48	42
Recreational Water Related			Beaver Inspections/Complaints	14	7
Algal Bloom Inspections	4	3	Building Permits	194	189
Swimming Pool Inspections	26	25	Stabling & Piggery Permits/Inspection	15	12
Swimming Pools	17	17	Hazardous Materials Registration	39	42
Bathing Beaches	13	13	Demo Permit Inspections	22	35
Bathing Beach Inspections/Testing	197	197	Funeral Directors License	5	5

Body Art	FY22	FY23		FY22	FY23
Body Art Practitioner	3	3	Tanning license	1	0

Body Art Establishment	2	2	Tobacco Establishment License	21	21
Body Art Plan Review	1	1	Tobacco Establishment Inspections	47	41

Permit and Services Receipts

	FY23 Revenue	FY24 Revenue		FY23 Revenue	FY24 Revenue
Septic	24,728	39,190	Body Art Establishment/Plan Review	500	1,800
Portable toilets	60	105	Body Art Practitioner	300	600
Installers	7,575	7,085	Dental	1,340	2,400
Haulers	2,375	2,705.00	Fines-Paid to Town clerk office	6,700	3,300
Temporary food permits	2,025	2,565	Funeral Directors	375	375
Soil evaluation & percolation tests	20,600	22,120	Tanning	100	0
Pump and water systems	500	400	Pool	2,505	2,410
Stabling/piggery	650	690	Beach	1,520	1,520
Food	34,550	36,505	Well	1,250	1,000
Frozen dessert	260	610	Residential Kitchen/Cottage Foods	910	780
Mobile food-catering	1,050	1,710	Recreational camp permit	1,500	1,500
Tobacco	3,000	2,880	Hazmat permit	3,400	4,900

Farmers Market	340	460	Catering	0	150
Title V review	5,360	6,220			
Pre- Demolition Walk through	385	750			
Temporary Housing Inspections	100	500		FY23	FY24
Beaver Dam Modification	75	0	Total Receivables	125,948	140,295
Food Establishment Plan Rev,	990	955			

541 Council on Aging

Mission Statement:

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

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

Goals:

- Increase Property Rebate Program from \$21,000 to \$25,500 by increasing slots from fourteen to seventeen. In FY25 we had a waitlist and many on a fixed income were disappointed they could not get needed property rebate to help meet their basic needs.
- Implement and monitor plan of action to achieve FY26 Strategic Planning goals
- Assist in advocating for more diversified housing for all income levels of the older adult population.
- Work with Land Use Management Department, Zoning Board of Appeals, and Planning Board to ask new housing developers to ensure rent increases do not outpace income for qualifying renters and financially contribute to COA Van service to support increased ridership of those living in age restricted new developments.
- Identify additional income to maintain current level of programs and services.

Budget Narrative:

The Cameron Senior Center has been fortunate to experience growth in our center participation as we focus on diversification of program and services. However, our COA Transportation Programs ended FY24 with lower ridership due to an unfortunately high number deaths as well as the relocation of older adults that were moving closer to family. This in FY24 the COA developed a three-year strategic plan under the leadership of Mihran Keosian, Consultant. Through this strategic planning process our COA Board and Strategic Advisory Committee will focus on six priority areas which includes: Programs and Services, Financial Sustainability, Communications, Facilities and Grounds, Collaboration and Civic Engagement, and Transportation. This three-year FY25-28 Strategic Plan will be a guiding document for COA Board and staff recognizing there will be fluidity due to Town financial viability and unknown variables outside the scope of the COA administration.

Our FY26 budget request only asks for additional funding to increase participation in the Town Tax Rebate Program and existing budget line items to support center needs and delivery of services.

Programs & Services:

The Council on Aging provides social services for residents of the Town of Westford facing financial and/or emergency hardship. Some of the services we offer include fuel assistance, SNAP, SHINE, housing, tax preparations, transportation, food pantry, Cameron Clothes Closet, Medical Equipment, Holiday Baskets, Tax Relief for the Elderly and Disabled a/k/a T.R.E.A.D., Senior Work-Off Abatement Program, companion / respite care-CTI, and legal services in addition to acting as a community emergency shelter. Also, we are excited to offer over ten different exercise classes for all levels of fitness from aerobic, Tai Chi, Zumba, Chair aerobics, etc. and a state-of-the-art fitness center which cost \$100 annually for residents ages 55-59, \$65 for ages 60- 79 and \$25 ages 80+. Our exercise classes require a minimal fee and if a center participant has a financial hardship there are scholarship funds available to ensure participation. Although non-Westford residents can participate in our programs a special fee is assessed for their participation in Cameron offerings. Westford residents are given priority in all program offerings. Other activities include a Pickle Ball Court, Billiard Room, Ping Pong, Open art/studio, Quilting, Watercolor, Cribbage, Scrabble, Bingo, Day/Intl. trips and other enrichment opportunities. All older adults 55 and over are welcome to join us here at the Cameron.

Description of Changes:

The overall personal services budget is increasing by 1.85%. The non-union positions are increasing by 2%. The Senior Rebate Program is increasing by \$4,500. This will allow 17 residents to work for the town to provide property tax relief. The Administrative Assistant an Van Driver line items have been adjusted to reflect the current staffing.

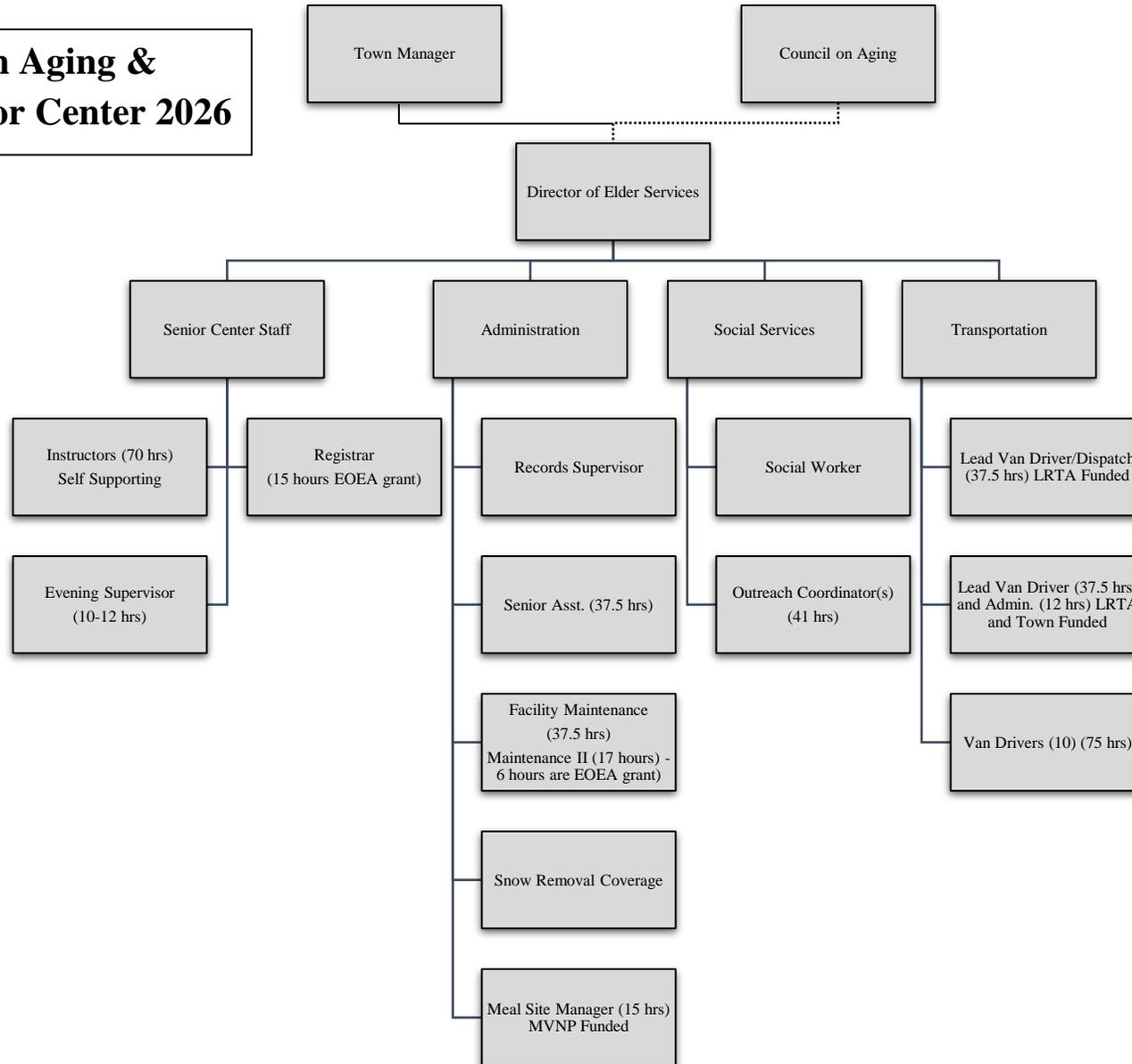
The building utility bills are based on the average usage of last year. Postage was increased to reflect the increase in rates.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	106,454.89	110,756.00	112,971.00	112,971.00	115,231.00	117,535.00	2.00%	2,215.00
SOCIAL WORKER	95,696.10	99,562.00	101,554.00	101,554.00	103,585.00	105,656.00	2.00%	1,992.00
RECORDS SUPERVISOR	31,917.60	32,555.00	32,555.00	32,555.00	32,555.00	32,694.00	0.00%	-
SENIOR ASSISTANT	68,474.46	72,039.00	63,046.00	63,046.00	63,245.00	63,451.00	-12.48%	(8,993.00)
OUTREACH COORDINATOR	46,507.05	46,421.00	47,350.00	47,350.00	48,297.00	49,263.00	2.00%	929.00
MAINTENANCE WORKER I	66,216.53	70,873.00	71,882.00	71,882.00	72,424.00	73,183.00	1.42%	1,009.00
VAN DRIVERS	47,118.59	53,872.00	61,964.00	61,964.00	63,203.00	64,468.00	15.02%	8,092.00
EVENING SUPERVISOR	8,624.83	5,512.00	5,955.00	5,955.00	6,074.00	6,196.00	8.04%	443.00
LONGEVITY	4,603.92	4,754.00	4,530.00	4,530.00	4,730.00	5,841.00	-4.71%	(224.00)
SNOW REMOVAL COVERAGE	-	400.00	-	-	-	-	-100.00%	(400.00)
SENIOR REBATE PROGRAM	16,198.50	21,000.00	25,500.00	25,500.00	25,500.00	27,000.00	21.43%	4,500.00
CATEGORY TOTAL	491,812.47	517,744.00	527,307.00	527,307.00	534,844.00	545,287.00	1.85%	9,563.00
EXPENSES								
UNIFORM ALLOWANCES	187.82	250.00	250.00	250.00	250.00	250.00	0.00%	-
ELECTRICITY	16,846.19	28,739.00	30,000.00	24,000.00	24,000.00	24,000.00	-16.49%	(4,739.00)
NATURAL GAS	18,244.07	16,909.00	18,500.00	21,000.00	21,000.00	21,000.00	24.19%	4,091.00
WATER	3,502.93	2,500.00	4,000.00	4,000.00	4,500.00	5,000.00	60.00%	1,500.00
SEWER/SEPTIC	1,920.00	2,500.00	4,000.00	4,000.00	4,500.00	5,000.00	60.00%	1,500.00
BUILDING MAINTENANCE	7,428.81	1,000.00	1,200.00	1,200.00	1,400.00	1,400.00	20.00%	200.00
VEHICLE MAINTENANCE	1,931.33	2,500.00	3,000.00	3,000.00	4,000.00	5,000.00	20.00%	500.00
EQUIPMENT MAINTENANCE	6,811.74	1,000.00	1,000.00	1,000.00	1,200.00	1,200.00	0.00%	-
BLDG MAINT SVCS - HVAC	-	-	-	-	-	-	-	-
BLDG MAINT SVCS - GENERATOR	612.16	-	-	-	-	-	-	-
BLDG MAINT SVCS - ELEVATOR	2,760.00	-	-	-	-	-	-	-
BLD MAINT SVCS - FIRE/ALARM	3,505.69	-	-	-	-	-	-	-
CONTRACTED SNOW REMOVAL - ROOF	100.00	-	-	-	-	-	-	-
HEALTH / NUTRITION SERVICES	425.09	-	-	-	-	-	-	-
POSTAGE	7,533.48	5,000.00	7,000.00	7,000.00	7,500.00	8,000.00	40.00%	2,000.00
GASOLINE	14,735.77	15,000.00	17,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
OFFICE SUPPLIES	2,907.83	3,000.00	3,500.00	3,500.00	3,750.00	4,000.00	16.67%	500.00
OFFICE EQUIPMENT	1,511.57	1,000.00	1,200.00	1,200.00	1,400.00	1,600.00	20.00%	200.00
CUSTODIAL / CLEANING SUPPLIES	2,162.63	6,800.00	7,200.00	7,200.00	7,600.00	8,000.00	5.88%	400.00
PROGRAMS & ACTIVITIES	1,381.28	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SOCIAL & CULTURAL PROGRAMS	1,617.80	1,500.00	1,800.00	1,800.00	1,800.00	2,000.00	20.00%	300.00
TRAVEL - MILEAGE	1,457.94	1,800.00	2,100.00	2,100.00	2,400.00	2,700.00	16.67%	300.00
MEETINGS & CONFERENCES	3,218.36	1,500.00	1,500.00	1,500.00	1,600.00	1,500.00	0.00%	-
DUES & MEMBERSHIPS	98.50	1,200.00	1,400.00	1,500.00	1,500.00	1,500.00	25.00%	300.00
ENCUMBRANCES	2,259.12	-	-	-	-	-	-	-
CATEGORY TOTAL	103,160.11	93,198.00	105,650.00	100,250.00	104,400.00	108,150.00	7.57%	7,052.00
DEPARTMENT TOTAL	594,972.58	610,942.00	632,957.00	627,557.00	639,244.00	653,437.00	2.72%	16,615.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director of Elder Services	1.0	EXEM	112,971.00	950.00	113,921.00
Social Worker	1.0	EXEM	101,554.00	950.00	102,504.00
Records Supervisor	0.5	CWA	32,555.00		32,555.00
Senior Assistant	1.5	CWA	63,046.00	950.00	63,996.00
Outreach Coordinator	0.7	NON	47,350.00	480.00	47,830.00
Maintenance Worker 1	1.3	CWA	71,882.00	1,200.00	73,082.00
Van Drivers		NON	61,964.00		61,964.00
Evening Supervisor		NON	5,955.00		5,955.00
Senior Rebate		NON	25,500.00		25,500.00
Total Personal Services	6.0		522,777.00	4,530.00	527,307.00

**Council on Aging &
Cameron Senior Center 2026**



Metrics for FY24

The following are metrics provided or managed by the Council on Aging for FY24:

- 3,979 contacts for case management/social services for those over age 60
- 705 contacts for case management/social services for those ages 18 - 59
- 141 jobs / 259 hours of volunteer handyman services to seniors
- 7,357 transportation rides provided
- 349 federal and 391 state tax returns completed by IRS Volunteer P Sire Director, Hal Schreiber
- 164 SHINE counseling sessions provided by Fred Baumert, SHINE Counselor
- 168 households, 440 individuals, and 95 seniors received Thanksgiving and Holiday Meal cards totaling \$10,500
- 172 children received Christmas Gift cards totaling \$17,200

In FY23 and FY24 the COA staff worked in partnership with the Recreation and Health Departments and Town Wellness Coordinator in administering the ARPA funded programs which include the following: After-School and Summer Camp (no cost to qualifying households), transferred fiscal and administrative oversight of Mobile Clinician to Town Wellness Coordinator and continue to administer rent/utility assistance which each program has provided needed resources to many appreciative families.

543 Veterans Services

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	70,711.72	72,127.00	72,407.00	72,407.00	73,855.00	75,332.00	0.39%	280.00
SENIOR ASSISTANT	5,591.04	5,920.00	6,039.00	6,039.00	6,159.00	6,159.00	2.01%	119.00
LONGEVITY	1,200.00	1,200.00	-	-	-	-	-100.00%	(1,200.00)
VETERANS TAX WORK PROGRAM	6,000.00	4,500.00	7,500.00	7,500.00	7,500.00	7,500.00	66.67%	3,000.00
CATEGORY TOTAL	83,502.76	83,747.00	85,946.00	85,946.00	87,514.00	88,991.00	2.63%	2,199.00
EXPENSES								
CONTRACTED SERVICES	449.00	450.00	450.00	450.00	450.00	450.00	0.00%	-
PROGRAMS & ACTIVITIES	3,750.76	6,500.00	6,500.00	6,500.00	6,500.00	6,500.00	0.00%	-
MEETINGS & CONFERENCES	186.13	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%	-
VETERAN'S SERVICES	17,625.18	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	22,011.07	26,050.00	26,050.00	26,050.00	26,050.00	26,050.00	0.00%	-
DEPARTMENT TOTAL	105,513.83	109,797.00	111,996.00	111,996.00	113,564.00	115,041.00	2.00%	2,199.00

Description of Changes:

- In FY24 the number of Chapter 115 benefits recipients remained steady at 4 recipients. Reporting and reimbursement requests are spot on, we continue to receive the maximum reimbursement from the state, 75%, for the last 10 years.
- In FY24, the total benefit paid out was close to \$17,626. The actual amount is variable based on the number of reimbursable items submitted by the recipient.
- The FY26 Veteran Services budget line for Chapter 115 payments is \$18,000. New eligible recipients or unexpected medical bills will increase costs. The Town is also required to pay for Funeral expenses up to \$4,000 each if eligibility requirements are met. With currently 4 active recipients on Chapter 115 this could be up to \$16,000 in funeral costs which would eliminate much of the budget line. In that scenario, the Town would need to seek supplemental funding.
- Veterans Services has \$7,500 to allocate to the Veteran’s Property Tax Work Off program for 5 recipients at \$1,500 per recipient.
- The street flags are being refreshed as needed. The veterans grave marker flags are reimbursable from the Commonwealth at the same rate as benefits, 75%. Street, municipal buildings, parks and memorial flag costs are borne by the town.

- There are two town-wide 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. 6 of the 8 artificial wreaths required for the war memorials were purchased in FY13. Two “live” wreaths are purchased each year because they are thrown into the waters at Forge Pond and Nab Lake and are usually not retrievable.
- Training is to be offered three times a year in a conference-style forum. One is 100% reimbursed by the Commonwealth. The other two are hosted by the MA Veterans Services Officers Association and all costs are borne by the town.
- Outreach efforts and supplies, grocery and gas cards are 100% funded by community donations and the Veterans Gift Fund.
- The VSO position remains budgeted for a full 37-1/2 hour position but is currently vacant. It is anticipated this will be advertised over the winter. There is also an administrative assistant funded for 4 hours/week.
- VSO is certified to state standards. Recertification occurred in 2024. Effective for FY25, there are additional requirements for certification to assist with federal claims.

Programs & Services:

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

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

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

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

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	72,407.00		72,407.00
Senior Assistant	0.1	CWA	6,039.00		6,039.00
Veterans' Tax Work Program			7,500.00		7,500.00
Total Personal Services	1.1		85,946.00	0.00	85,946.00

Veterans 2026



Culture & Recreation

610 Library

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

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

Goals: The J. V. Fletcher Library Board of Trustees approved a new *Strategic Plan 2023-25* on June 7, 2021 for submittal to the Massachusetts Board of Library Commissioners, after almost two years of community input. The Massachusetts Board of Library Commissioners mandates that this document be supplemented annually by an *Annual Action Plan*, submitted to the Commonwealth each fall by December 1. *Please see the approved Annual Action Plan FY26 reflecting the new Town Outcomes identified during the Town Strategic Planning Initiative.*

GOAL I: Library patrons enjoy a modern, expansive facility, designed to afford: collection growth; study, activity and meeting space; leisure reading; technological access; safe communal areas, and; parking during service hours which reflect their needs.

1.1 Objective: The Board of Library Trustees and Library Administration will resume regular meetings with the Permanent Town Building Committee to poise the Library Building and Expansion Project for positive Town acceptance/approval within six months of the awarding of a provisional Grant Award by the Massachusetts Board of Library Commissioners.

- a. *Activity: During FY22, the Architectural Design Firm will submit the design of the Main Street façade to the Accessibility Board.*
- b. *Activity: From FY 20 until enacted, the Library Director will submit to the Capital Committee a request for funds to re-estimate costs for the FY__ Library Building Project.*

- c. *Activity: Beginning in FY22, the Board of Library Trustees, Permanent Town Building Committee and Library Director will engage in a thorough formal design review process with Town Boards, Committees and personnel.*
- d. *Activity: Within six months of the awarding of a provisional Grant Award by the Massachusetts Board of Library Commissioners, the Board of Library Trustees and Permanent Town Building Committee will place a warrant for voter approval of the Library Building Project costs, grant and debt exclusion on a Special, Fall or Annual Town Meeting warrant.*
- e. *Activity: Within six months of the awarding of a provisional Grant Award by the Massachusetts Board of Library Commissioners, the Board of Library Trustees and Permanent Town Building Committee will approach the Select Board to place a Debt Exclusion vote for the Library Building Project on the ballot, calling a Special Election if needed.*

1.2 Objective: The Board of Library Trustees, Library Foundation and Library Friends will engage in informational and fund-raising community events to educate the Westford public on the Library Building Project.

1.3 Objective: The Board of Library Trustees, Permanent Town Building Committee and Library Administration will identify viable properties to serve as an off-site library facility during the duration of the Library Building Project, from ground-breaking until occupancy, and prepare for off-site services to the Westford public.

- a. *Activity: Library Personnel will methodically assess, cull and label for storage or relocation all circulating collections and formats in preparation for moving, and conducting library operations off-site.*
- b. *Activity: The Board of Library Trustees and Library Administration will research, identify and procure storage, moving and relocation services for current building contents, and transport and set up at a temporary site.*
- c. *Activity: The Board of Library Trustees and Library Administration will research, identify and procure fine arts and archival, museum-quality storage for germane library historical and art collections and holdings.*

1.4 Objective: The Board of Library Trustees, in concert and collaboration with other Town Boards and entities, will continue to pursue improvements, enhancements and solutions to limited Library parking and expanded parking options within walking distance of the Town Common.

GOAL II: Library patrons of all ages, abilities and socio-economic circumstances and diverse cultural backgrounds have access to collections, meaningful activities, programs and events which foster personal growth, self-development, exposure to ideas, art, local and world cultures, and current issues and discourse.

2.1 Objective: Library Personnel will select collections, formats and resources which reflect and celebrate local and world cultures, and the unique demographics of the Westford community.

2.2 Objective: Library Personnel will research and proffer programs, activities and events which celebrate local and world cultures, and the unique demographics of the Westford community.

2.3 Objective: Library Personnel will provide resources, databases, collections and programs which support the initiatives of the Town of Westford *Diversity, Equity and Inclusion Committee*.

2.4 Objective: Library Personnel will provide resources, collections and live and remote programs accessible to the differently-abled, homebound, etc.

GOAL III: Library patrons avail themselves of a global array of services, programs, resources, technologies and collections reflecting their life-long needs, interests, careers, diverse demographics, and “New Normal” environment supported by an ample, trained, customer-oriented staff.

3.1 Objective: Patrons enter the “New Normal” with the following COVID services carried forward: virtual and outdoor programs, Craft Bags, Book Bundles, Curbside Delivery, co-funding and hosting with sister libraries on events, Zoom/Virtual meetings and Pop-Up Libraries.

3.2 Objective: Westford high schoolers receive academic, research and social support via programs on College Aid, the scheduling of EXAM WEEK two times per year, and HOMEWORK study night one night per month.

3.3 Objective: Westford and area residents receive expertise, support, collegiality and networking via the weekly Westford Job Seekers Network free programming.

3.4 Objective: Westford patrons enjoy materials in various languages, and/or their native languages, via increased Collection Development and specified Foreign Collection deposit loans from the Boston Public Library.

3.5 Objective: Westford patrons enjoy the attention and service of an engaged, dedicated staff resulting from professional development, adequate staffing and training, Succession Planning, and infilling of vacancies.

GOAL IV: Library patrons enjoy increased awareness of, and access to, Library collections, formats, programs, technologies, services, community partnerships and outreach because of an expanded marketing program and the support of the Friends of the J. V. Fletcher Library.

4.1 Objective: Library patrons receive a thorough introduction to library services and spaces via personalized and virtual Library Tours, improved signage and wayfinding, and improved layout.

4.2 Objective: Library Personnel promote and market library services, events and collections via traditional publicity outlets, the weekly Friends eNewsletter, Website enhancement, and current and evolving Social Media.

4.3 Objective: Library patrons utilize a robust WiFi connection [hardwired or mobile] both within, and beyond the library walls.

4.4 Objective: Library personnel maximize marketing, community engagement, outreach and visibility via strong Community Partnerships, cooperation with sister libraries, WestfordCAT, the Public School/Public Library Collaborative, and other partnering entities.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
LIBRARY DIRECTOR	131,834.03	137,160.00	139,904.00	139,904.00	142,703.00	144,998.00	2.00%	2,744.00
ASSISTANT DIRECTOR	90,017.66	93,655.00	95,528.00	95,528.00	97,439.00	99,006.00	2.00%	1,873.00
SENIOR LIBRARIANS	329,697.01	336,829.00	345,074.00	345,074.00	351,976.00	360,390.00	2.45%	8,245.00
LIBRARY ASSISTANTS	722,135.87	740,698.00	728,921.00	728,921.00	709,728.00	783,157.00	-1.59%	(11,777.00)
OFFICE MANAGER	60,763.74	72,375.00	62,081.00	62,081.00	63,632.00	65,471.00	-14.22%	(10,294.00)
OTHER SUPPORT STAFF SUNDAYS	-	-	-	-	-	-		-
OPEN FRI. AM's (ADD 4 HPW)	-	-	-	-	-	-		-
CUSTODIANS	76,819.85	58,157.00	59,628.00	59,628.00	59,628.00	74,253.00	2.53%	1,471.00
PAGES	11,160.00	15,660.00	15,660.00	15,660.00	15,660.00	15,973.00	0.00%	-
CUSTODIAL OVERTIME	-	3,342.00	3,342.00	3,342.00	3,342.00	3,342.00	0.00%	-
MLS STIPENDS	2,800.00	2,800.00	4,200.00	4,200.00	4,200.00	4,500.00	50.00%	1,400.00
LONGEVITY	23,197.73	20,912.00	20,083.00	20,083.00	21,534.00	22,248.00	-3.96%	(829.00)
SICK LEAVE/VACATION BUYBACK	-	-	-	-	-	-		-
CATEGORY TOTAL	1,448,425.89	1,481,588.00	1,474,421.00	1,474,421.00	1,469,842.00	1,573,338.00	-0.48%	(7,167.00)
EXPENSES								
UNIFORM ALLOWANCES	619.95	1,260.00	1,200.00	1,200.00	1,200.00	1,200.00	-4.76%	(60.00)
ELECTRICITY	14,417.21	10,000.00	-	-	14,500.00	42,500.00	-100.00%	(10,000.00)
HEATING FUEL	18,058.85	9,618.00	-	-	500.00	1,000.00	-100.00%	(9,618.00)
WATER	1,881.82	1,736.00	-	-	1,900.00	2,500.00	-100.00%	(1,736.00)
EQUIPMENT MAINTENANCE	24,419.32	5,000.00	1,000.00	1,000.00	5,000.00	22,000.00	-80.00%	(4,000.00)
MVLC NETWORK MAINTENANCE	36,000.00	36,000.00	64,000.00	64,000.00	64,000.00	36,000.00	77.78%	28,000.00
POSTAGE	4,229.53	3,000.00	4,500.00	4,500.00	4,500.00	4,500.00	50.00%	1,500.00
PRINTING SERVICES	37.50	2,000.00	1,900.00	1,900.00	350.00	350.00	-5.00%	(100.00)
OFFICE SUPPLIES	5,985.99	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
CUSTODIAL / CLEANING SUPPLIES	4,103.29	4,000.00	4,000.00	4,000.00	4,000.00	7,500.00	0.00%	-
BOOKS & SUBSCRIPTIONS	228,000.38	229,000.00	270,000.00	270,000.00	270,000.00	220,000.00	17.90%	41,000.00
MILEAGE	421.95	500.00	500.00	500.00	500.00	500.00	0.00%	-
MEETINGS & CONFERENCES	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
DUES & MEMBERSHIPS	670.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
APPROVED SPECIAL DEPT EXPENSES	-	-	-	-	-	-		-
ENCUMBRANCES	-	-	-	-	-	-		-
CATEGORY TOTAL	338,845.79	307,214.00	352,200.00	352,200.00	371,550.00	343,150.00	14.64%	44,986.00
DEPARTMENT TOTAL	1,787,271.68	1,788,802.00	1,826,621.00	1,826,621.00	1,841,392.00	1,916,488.00	2.11%	37,819.00

Description of Changes:

Library Operating and Personal Services expenditures for FY26 present unique opportunities and funding choices as the library department will be off-site in a temporary location, without the typical facility expenses associated with a building. A critical discussion is warranted to determine if, and how, the municipality of Westford will demonstrate a will to restore funding to meet the Municipal Appropriation Requirement over the next 5

years. The Town may choose to shift certain costs (see below) and free up the Friends, Foundation, State Aid Account and Library Trustees funds to support the Library Building Project and staff development.

In the FY26 budget, EXEMPT and non-union Management Personnel line items are increased by 2% per Budget direction, with hourly workers calculated for 52.2 weeks of service. All CWA and OPEIU Personnel line items reflect the wage adjustments, stipends, compensation and settlement of the respective bargaining unit contracts. LONGEVITY payouts reflect the retention of long-term staff, but there continues to be a strong potential that this number will reduce with the future retirement of senior long-serving staff. Library Paging remains at 80% of its former level [as downloadable formats increase as a percentage of total circulation], and we closed out FY24 with 1.8 FTE library positions frozen. The predicted turn-over in Library staff (retirements) has begun to occur and more staffing changes are foreseeable as over one-half of the current Library personnel are deemed at “*Immediate Risk*” of retirement under ALA’s Succession Planning guidelines due to a mixture of age and long years of service.

The FY26 Budget Submittal meets most of the Certification Requirements set forth by the Massachusetts Board of Library Commissioners (MBLC); it does not meet the Municipal Appropriation Requirement (MAR) but demonstrates funding support towards that requirement. This is not the case with the current FY25 Failed Override budget, and the Town of Westford will need to apply for a formal WAIVER from the Massachusetts Board of Library Commissioners in order to retain state certification and afford Westford residents the use of all Commonwealth libraries. Under this FY26 budget, utilities are assumed to be covered in the Lease of an off-site temporary library location and are removed from the line items; the bulk of the 15% Materials Expenditure for BOOKS is then covered by Town funds. This temporary shift of costs to the Town (away from the funding support of the Friends, Trustees and State Aid accounts) is also true for the cost of the Merrimack Valley Library Consortium annual network membership fee. This temporary shift of formerly shared costs allows Westford to fund the Library budget at a level which indicates that the municipality is attempting to restore the MAR, and to allow the municipality to continue to receive State Aid to Public Libraries. Friends, Foundation fund raising, Trustee and State Aid funds are freed to provide support to the Library Building Project and support staff development.

Retrenchment of Services due to Failed Override Vote:

- The Failed Override vote resulted in a Library budget with a -4.91% cut, -\$71,500 below our Municipal Appropriation Requirement (MAR) which the town must meet to retain state certification
- Westford will need to apply for a WAIVER from the Board of Library Commissioners in November 2024, and demonstrate a five-year plan to restore funding
- To retain hourly certification, as of July 1, 2024 the Library reduced 5 hours per week, remaining open 50 HPW [our population level mandated hourly requirement]–
 - M-TH close at 8PM
 - SAT close at 4PM

- Sunday Hours will not be offered, as they are seasonal and do not contribute to certification
- All part-time staff took a cut in hours and pay; full-time Union staff took a cut in pay
- Staff Meetings were reduced to from one hour 10 times per year to .5 hours virtually 10 times per year
- Reduced Library Paging Hours
- Reduced Book Budget (a percentage of the total departmental budget)
- Reduced Mileage and Conference line items
- Westford must remain certified the 20 years of the Massachusetts Public Library Construction Project grant; certification ensures that Westford residents may use all libraries in the Commonwealth
- Town must apply for an MAR Waiver in Fall 2024 to the MBLC
- Town must create and submit a 5-year plan to restore meeting the MAR
- Staff in MCRS [retirement] see a reduced future retirement payout if FY25 is one of their top three earning years

State Certification is necessary to ensure that Westford residents may use all other libraries in the Commonwealth and their collections and is necessary to retain any and all state and federal grants, including the Massachusetts Public Library Construction Project Grant of \$8.6 million.

Programs & Services:

In FY24, the J. V. Fletcher Library provided 310 days of service, offering the following broad categories as a state-certified library offering services to all residents of the Commonwealth. The addition of the Juneteenth holiday has reduced the service year by one service day:

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

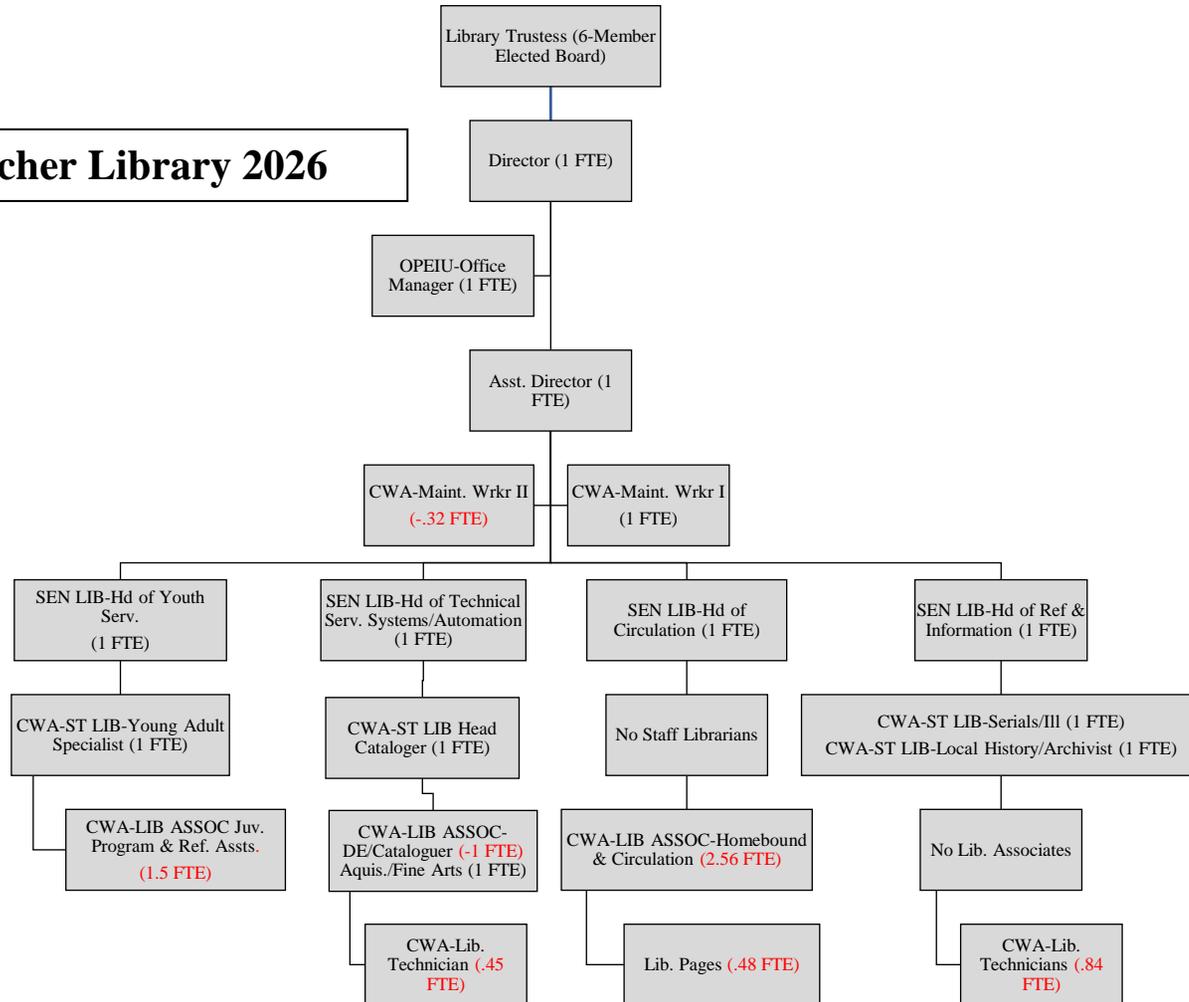
Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Library Director	1.0	EXEM	139,904.00	2,700.00	142,604.00
Asst. Library Director	1.0	EXEM	95,528.00	2,200.00	97,728.00
Office Manager	1.0	OPEIU	62,081.00		62,081.00
Maintenance Workers	1.0	CWA	59,628.00		59,628.00
Maintenance Coverage		CWA	3,342.00		3,342.00
Senior Librarian	4.0	NON	345,074.00	5,350.00	350,424.00
Staff Lib. & Lib. Assoc.	9.1	CWA	619,094.00	8,930.00	628,024.00
Librarian Technician	1.3	CWA	62,744.00	903.00	63,647.00
Substitute Coverage		CWA	46,833.00		46,833.00
Other Support Staff - Sundays					-
Building Supervisor Stipend		CWA	250.00		250.00
MLS Stipends		CWA	4,200.00		4,200.00
Pages	0.5	NON	15,660.00		15,660.00
Total Personal Services	18.9		1,454,338.00	20,083.00	1,474,421.00

Library Metrics as of 6/30/2024:

Activity	Measure of Quantity/Quality	Activity	Measure of Quantity/Quality
Annual Hours of Service	2,739	Library Programs	502
Circulation	415,786 [ARIS total]	Program Attendance	11,265
Door Count Annually	229,800	Meeting Room Bookings	532
Information Questions	43,212	Inter-Library Loans	74,293
Summer Reading Registrants	1,647	Database, Electronic, WiFi, App & Web Sessions	171,533
Days Open	300	Card Holders	20,676
Curbside Pickups	90	Holdings, Physical & Virtual	272,867

J.V. Fletcher Library 2026



650 Parks & Grounds

Mission Statement:

The mission of the Parks and Grounds Department is to ensure all parks and grounds maintenance services are appropriate, cost-effective, and of the highest quality, while preserving and enhancing Westford's active and passive recreation areas.

Goals:

- Continue short and long-range facilities maintenance and improvement planning to meet community needs.
- Work collaboratively with youth sports organizations to maintain high quality services.

Programs & Services:

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

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

Description of Changes:

Personal services increased by 1.35% or \$6,210 due to union contract step adjustments and the addition of one seasonal laborer position. The seasonal labor position is a split position to be funded through this budget and the 491 Cemetery budget. Expenses increased by 0.42% or \$194 to reflect recent spending trends. Overall, the Parks & Grounds budget increased by 1.27% or \$6,404.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
CREW SUPERVISOR	74,152.00	75,920.00	75,920.00	75,920.00	75,920.00	76,211.00	0.00%	-
PARKS OPERATIONS MANAGER	90,224.72	94,231.00	96,116.00	96,116.00	98,038.00	100,382.00	2.00%	1,885.00
HEAVY EQUIPMENT OPERATOR	236,684.57	276,634.00	277,109.00	277,109.00	281,849.00	287,181.00	0.17%	475.00
SEASONAL STAFF	-	-	7,200.00	3,600.00	7,200.00	7,200.00		3,600.00
OVERTIME	4,851.38	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
LONGEVITY INCENTIVE	7,000.00	7,300.00	7,550.00	7,550.00	7,550.00	8,150.00	3.42%	250.00
INCENTIVE	-	-	-	-	-	-		-
CATEGORY TOTAL	412,912.67	459,085.00	468,895.00	465,295.00	475,557.00	484,124.00	1.35%	6,210.00
EXPENSES								
ELECTRICITY	-	400.00	400.00	400.00	400.00	400.00	0.00%	-
WATER	556.42	4,656.00	2,000.00	2,000.00	2,000.00	2,000.00	-57.04%	(2,656.00)
GROUNDS MAINTENANCE	14,338.29	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	0.00%	-
VEHICLE MAINTENANCE	2,365.27	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
EQUIPMENT MAINTENANCE	4,794.45	2,000.00	3,500.00	3,500.00	3,500.00	3,500.00	75.00%	1,500.00
CONTRACTED SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
GASOLINE	10,331.07	10,000.00	10,500.00	10,500.00	10,500.00	10,500.00	5.00%	500.00
OFFICE SUPPLIES	19.42	250.00	100.00	100.00	100.00	100.00	-60.00%	(150.00)
TOWN COMMON EXPENSE	3,316.74	2,500.00	4,500.00	3,500.00	4,500.00	4,500.00	40.00%	1,000.00
MONUMENT MAINT SERVICES	39.57	850.00	850.00	850.00	850.00	850.00	0.00%	-
TRAVEL-MILEAGE	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETING & CONFERENCES	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
DUES AND MEMBERSHIPS	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
RECREATIONAL EQUIPMENT ENCUMBRANCES	-	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
CATEGORY TOTAL	40,701.23	46,456.00	47,650.00	46,650.00	47,650.00	47,650.00	0.42%	194.00
DEPARTMENT TOTAL	453,613.90	505,541.00	516,545.00	511,945.00	523,207.00	531,774.00	1.27%	6,404.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Crew Supervisor	1.0	WPWA	74,152.00	2,600.00	76,752.00
Parks Operations Manager	1.0	WPWA	88,456.00	2,600.00	91,056.00
Heavy Equipment Operator	3.0	WPWA	267,601.00	2,000.00	269,601.00
Seasonal Staff			7,280.00		7,280.00
Overtime			6,000.00		6,000.00
Total Personal Services	5.0		443,489.00	7,200.00	450,689.00

660 Land Management

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

The department and Commission are dedicated to maintaining buildings and facilities at the East Boston Camps on the Stony Brook Conservation Area as well as the farm stand at Hills Orchard and managing the Day Field for agricultural purposes.

Goals for FY26

- Continue to work with partner organizations to improve trail access for people with disabilities.
- Explore and implement non-resident usage fees at the Stony Brook Conservation Area to be collected by seasonal, part-time attendants.
- Continue to work with Hill Orchard Farm Manager to make improvements to Hill Orchard facilities and grounds.
- Continue to pursue acquiring land and Conservation Restrictions on parcels of significant conservation value.

Description of Changes:

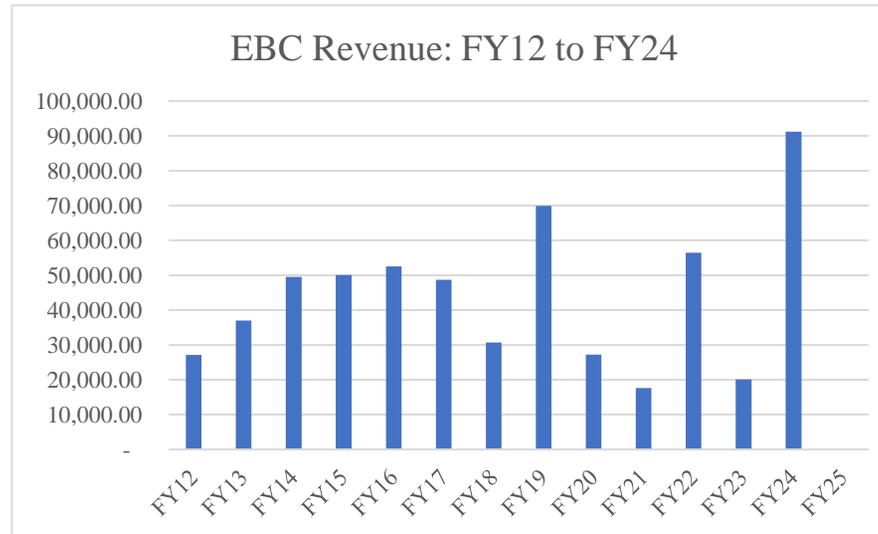
Proposed changes consist of a \$500 increase to level service the Building Maintenance line item to cover the cost of upkeep of the buildings and structures on the properties under the care and custody of the Conservation Commission.

Additionally, a \$45,000 request to increase Contracted Services was not recommended. The request was for lake management services performed in conjunction with the Healthy Lakes and Ponds Collaborative to manage the Town's publicly accessible waterbodies (Burge's Pond, Forge Pond, Graniteville (Old Mill) Pond, Kennedy (Nashoba) Pond, Keyes Pond, Long Sought for Pond, and Nabnasset Lake). These funds were used to survey and document invasive species populations, collect and analyze water quality samples, manage dense invasive species stands, and study and curtail potentially harmful algal blooms.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
ELECTRICITY	2,026.21	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
NATURAL GAS	181.13	1,800.00	1,800.00	1,800.00	1,800.00	2,000.00	0.00%	-
WATER	2,960.63	4,500.00	4,500.00	4,500.00	4,650.00	4,650.00	0.00%	-
BUILDING MAINTENANCE	3,879.61	8,000.00	8,500.00	8,500.00	8,500.00	8,500.00	6.25%	500.00
GROUNDS MAINTENANCE	5,630.00	6,000.00	6,000.00	6,000.00	6,500.00	6,500.00	0.00%	-
CONTRACTED SERVICES	21,727.14	30,000.00	75,000.00	30,000.00	75,000.00	75,000.00	0.00%	-
ENCUMBRANCES	58,055.81							-
CATEGORY TOTAL	94,460.53	54,300.00	99,800.00	54,800.00	100,450.00	100,650.00	0.92%	500.00
DEPARTMENT TOTAL	94,460.53	54,300.00	99,800.00	54,800.00	100,450.00	100,650.00	0.92%	500.00

Programs & Services:

- Manages conservation properties and oversees contracted services at East Boston Camps, Day Land, and Hill Orchard.
- Works with members of the Healthy Lakes and Ponds Collaborative to effectively manage Westford’s publicly accessible waterbodies continuing the surveying, and monitoring, management of invasive aquatic vegetation and as-needed algacide treatments.
- Manages land leased for agricultural purposes at Day Field.
- Works with residents, homeowner associations, and condo associations to ensure compliance with Conservation Restrictions.
- Monitors town-owned conservation land to ensure that passive recreation is in balance with protection of lands natural resources.



670 Historical Commission

Commission Charter:

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
ELECTRICITY	5,979.25	4,800.00	6,400.00	6,400.00	6,400.00	6,400.00	33.33%	1,600.00
HEATING FUEL	5,734.64	5,800.00	5,900.00	5,900.00	5,900.00	5,900.00	1.72%	100.00
WATER	209.95	500.00	500.00	500.00	500.00	500.00	0.00%	-
SEWER / SEPTIC	-	-	-	-	-	-	-	-
BUILDING MAINTENANCE	795.08	500.00	500.00	500.00	500.00	500.00	0.00%	-
GROUNDS MAINTENANCE	-	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
EQUIPMENT MAINTENANCE	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
SIGNAGE	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
SECURITY SYSTEM SERVICES	335.40	-	-	-	-	-	-	-
CONTRACTED SERVICES	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	13,054.32	14,250.00	15,950.00	15,950.00	15,950.00	15,950.00	11.93%	1,700.00
DEPARTMENT TOTAL	13,054.32	14,250.00	15,950.00	15,950.00	15,950.00	15,950.00	11.93%	1,700.00

Description of Changes: The FY26 Historical Commission budget reflects an 11.93% overall increase, with the heating fuel line increasing by \$1,600 to reflect the FY24 actual expense. One of the goals is to address the building maintenance needs of the cottage located at 4 Boston Rd. with the help of the Facilities Director.

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

Debt Service: Expenses paid for *Excluded debt* are raised outside the levy limit. Excluded projects must be authorized by town meeting and a ballot vote. Debt service costs are paid by adding the annual debt service dollars to the tax rate calculation each year. The increase in the tax rate continues each year until the loan is paid off. Excluded debt made up 3.40% of the tax rate in FY22, 2.96% in FY23 and 1.60% in FY24. These figures are historical lows. As a comparison, excluded debt in 2010 made up 9.49% of the tax rate. In FY22, voters authorized excluded debt for the J.V. Fletcher Library Expansion and then the Blanchard Roof. The initial impacts to the tax rate for the library are expected to be seen in FY26 as we will pay for short-term borrowing costs. We are expected to permanently borrow for the Blanchard roof in May, 2025 as the project is almost completed. As the projects progress these timelines will be reviewed and may change slightly. Adding these projects to the long-term plan under excluded debt will retain a portion of our tax rate for addressing the capital needs of our growing community.

The budget model and debt fall off schedule track issued debt as well as projects that are being seriously considered but are not yet authorized. By estimating projects that are under consideration, we hope to provide tools to the Town Manager, Select Board and Finance Committee. It is important to remember that future projects are estimates, and solid numbers cannot be obtained until the project is designed, bid and bonded.

Non-Excluded Debt is covered out of the regular operating budget under the levy limit. It is very important that we keep room in the budget for non-excluded debt to provide for ongoing infrastructure and capital needs. The non-excluded annual debt service for FY26 is \$1,923,272. We are working on a comprehensive capital plan that will take into account future debt authorizations to allow us to make financial recommendations that replenish expiring debt with new projects to continuously maintain our buildings and infrastructure. This is a vital part of our financial stability.

At our March 22, 2025, Annual Town Meeting, we will propose a budget transfer article to pay off the capital project balances for three previously authorized borrowings. The Plain Road Phase 1 sidewalk construction (2020) was mostly funded with mitigation settlement funds from Newport Materials. The Town and School Safety Task Force (TSSTF) (2020) article to implement exterior access controls has had several pay downs over the year and will finish with a minimal balance. Lastly, the Blanchard Roof chiller units and ventilation fans (2023) bid was under budget and we recommend paying off the project. We are proposing using funding from the FY25 Debt Service budget to pay off these projects. By doing so, we were able to free up \$242,148 in FY26 budget capacity by paying off these capital projects.

Please see attached excel spread sheet with summarized information regarding collections, lien balances and debt.

EXEMPT DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
SENIOR CENTER CONSTRUCTION 11-09	Principal	2030	200,000.00	200,000.00	195,000.00	195,000.00	190,000.00	-2.50%	(5,000.00)
SENIOR CENTER CONSTRUCTION 11-09	Interest	2030	37,600.00	31,600.00	25,600.00	20,725.00	15,850.00	-18.99%	(6,000.00)
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Principal	2024	125,000.00	-	-	-	-		-
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Interest	2024	2,500.00	-	-	-	-		-
FLETCHER FIRE STATION 02-18	Principal	2038	800,000.00	800,000.00	800,000.00	800,000.00	800,000.00	0.00%	-
FLETCHER FIRE STATION 02-18	Interest	2038	255,000.00	231,000.00	207,000.00	187,000.00	167,000.00	-10.39%	(24,000.00)
FLETCHER FIRE STATION \$1.772M	Principal	2038	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
FLETCHER FIRE STATION \$1.772M	Interest	2038	21,150.00	18,900.00	16,650.00	14,400.00	12,150.00	-11.90%	(2,250.00)
J.V. FLETCHER LIBRARY EXPANSION	Principal	Estimated Debt	-	-	480,000.00	1,690,359.00	1,690,359.00		480,000.00
J.V. FLETCHER LIBRARY EXPANSION	Interest	Estimated Debt	-	-	-	-	-		-
BLANCHARD ROOF REPLACEMENT (MSBA)	Principal	Estimated Debt	-	253,094.00	253,094.00	253,094.00	253,094.00	0.00%	-
BLANCHARD ROOF REPLACEMENT (MSBA)	Interest	Estimated Debt	-	-	-	-	-		-
TOTAL EXEMPT DEBT			1,486,250.00	1,579,594.00	2,022,344.00	3,205,578.00	3,173,453.00	28.03%	442,750.00

		YEAR OF LOAN	FISCAL 2024	FISCAL 2025	FISCAL 2026	FISCAL 2027	FISCAL 2028	FISCAL 2026	FISCAL 2026
NON-EXEMPT DEBT		EXPIRATION	ACTUAL	BUDGET	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
GROTON ROAD WATER MAIN 061506	Principal	2031	11,799.11	12,034.00	12,273.00	12,518.00	12,766.00	1.99%	239.00
GROTON ROAD WATER MAIN 061506	Interest	2031	1,906.59	1,669.00	1,425.00	1,178.00	925.00	-14.62%	(244.00)
GROTON ROAD WATER MAIN 061506	Administrativ	2031	142.99	125.00	107.00	88.00	69.00	-14.40%	(18.00)
TOWN HALL CONSTRUCTION	Principal	2030	65,550.00	68,400.00	54,150.00	54,150.00	54,150.00	-20.83%	(14,250.00)
TOWN HALL CONSTRUCTION	Interest	2030	16,900.52	13,623.00	10,203.00	7,496.00	5,330.00	-25.10%	(3,420.00)
PERCHLORATE REMEDIATION WPAT CONTRACT	Principal	2031	40,087.92	40,897.00	41,722.00	42,563.00	43,422.00	2.02%	825.00
PERCHLORATE REMEDIATION WPAT CONTRACT	Interest	2031	6,484.71	5,675.00	4,849.00	4,006.00	3,146.00	-14.56%	(826.00)
PERCHLORATE REMEDIATION WPAT CONTRACT	Administrativ	2031	486.36	426.00	364.00	301.00	236.00	-14.55%	(62.00)
FIRE TRUCK - 544,000	Principal	2024	50,000.00	-	-	-	-	-	-
FIRE TRUCK - 544,000	Interest	2024	1,000.00	-	-	-	-	-	-
WA BLEACHERS - 550,000	Principal	2024	55,000.00	-	-	-	-	-	-
WA BLEACHERS - 550,000	Interest	2024	1,100.00	-	-	-	-	-	-
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Principal	2024	15,000.00	-	-	-	-	-	-
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Interest	2024	300.00	-	-	-	-	-	-
MSBA DAY & ROBINSON WINDOWS (\$2M)	Principal	2037	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
MSBA DAY & ROBINSON WINDOWS (\$2M)	Interest	2037	30,700.00	28,200.00	25,700.00	23,700.00	21,700.00	-8.87%	(2,500.00)
MSBA DAY & ROBINSON WINDOWS SECOND BON	Principal	2034	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
MSBA DAY & ROBINSON WINDOWS SECOND BON	Interest	2034	10,787.50	9,288.00	7,788.00	6,288.00	4,788.00	-16.15%	(1,500.00)
DISPATCH CENTER	Principal	2037	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
DISPATCH CENTER	Interest	2037	15,350.02	14,100.00	12,850.00	11,850.00	10,850.00	-8.87%	(1,250.00)
PLAIN ROAD SIDEWALK	Principal	2029	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
PLAIN ROAD SIDEWALK	Interest	2029	13,000.00	10,500.00	8,000.00	5,500.00	3,500.00	-23.81%	(2,500.00)
MAIN STREET RECONSTRUCTION	Principal	2029	190,000.00	190,000.00	190,000.00	190,000.00	190,000.00	0.00%	-
MAIN STREET RECONSTRUCTION	Interest	2029	49,250.00	39,750.00	30,250.00	20,750.00	13,150.00	-23.90%	(9,500.00)
ENGINE 4 REPLACEMENT - \$615,000	Principal	2028	65,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%	-
ENGINE 4 REPLACEMENT - \$615,000	Interest	2028	14,050.00	10,800.00	7,800.00	4,800.00	2,400.00	-27.78%	(3,000.00)
WASTE WATER UPGRADE DEP	Principal	2029	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
WASTE WATER UPGRADE DEP	Interest	2029	11,700.00	9,450.00	7,200.00	4,950.00	3,150.00	-23.81%	(2,250.00)
ROUDENBUSH REHABILITATION	Principal	2039	34,000.00	35,500.00	37,500.00	38,000.00	38,000.00	5.63%	2,000.00
ROUDENBUSH REHABILITATION	Interest	2039	19,147.50	17,788.00	16,368.00	14,868.00	13,348.00	-7.98%	(1,420.00)
ROADWAY IMPROVEMENT 03/24/18	Principal	2029	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.00%	-
ROADWAY IMPROVEMENT 03/24/18	Interest	2029	19,500.00	15,750.00	12,000.00	8,250.00	4,500.00	-23.81%	(3,750.00)
ABBOT ROOF MSBA CONSTRUCTION	Principal	2042	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
ABBOT ROOF MSBA CONSTRUCTION	Interest	2042	33,400.00	30,800.00	28,200.00	25,925.00	23,975.00	-8.44%	(2,600.00)
ROADWAY IMPROVEMENT 03/23/19	Principal	2032	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
ROADWAY IMPROVEMENT 03/23/19	Interest	2032	20,250.00	18,000.00	15,750.00	13,500.00	11,250.00	-12.50%	(2,250.00)
FIRE TRUCK	Principal	2032	75,000.00	70,000.00	70,000.00	70,000.00	70,000.00	0.00%	-
FIRE TRUCK	Interest	2032	31,750.00	28,000.00	24,500.00	21,000.00	17,500.00	-12.50%	(3,500.00)
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Principal	Estimated Debt	115,000.00	269,090.00	274,064.00	274,064.00	274,064.00	1.85%	4,974.00
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Interest	Estimated Debt	-	-	-	-	-	-	-
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Interest	Interest on Notes	133,221.92	-	-	-	-	-	-
TSSTF ACCESS CONTROLS (\$500K)	Principal	Estimated Debt	110,000.00	69,540.00	-	-	-	-100.00%	(69,540.00)
TSSTF ACCESS CONTROLS (\$500K)	Interest	Estimated Debt	-	-	-	-	-	-	-
TSSTF ACCESS CONTROLS (\$500K)	Interest	Interest on Notes	15,083.38	-	-	-	-	-	-
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Principal	Estimated Debt	-	53,680.00	54,285.00	54,285.00	54,285.00	1.13%	605.00
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Interest	Estimated Debt	-	-	-	-	-	-	-

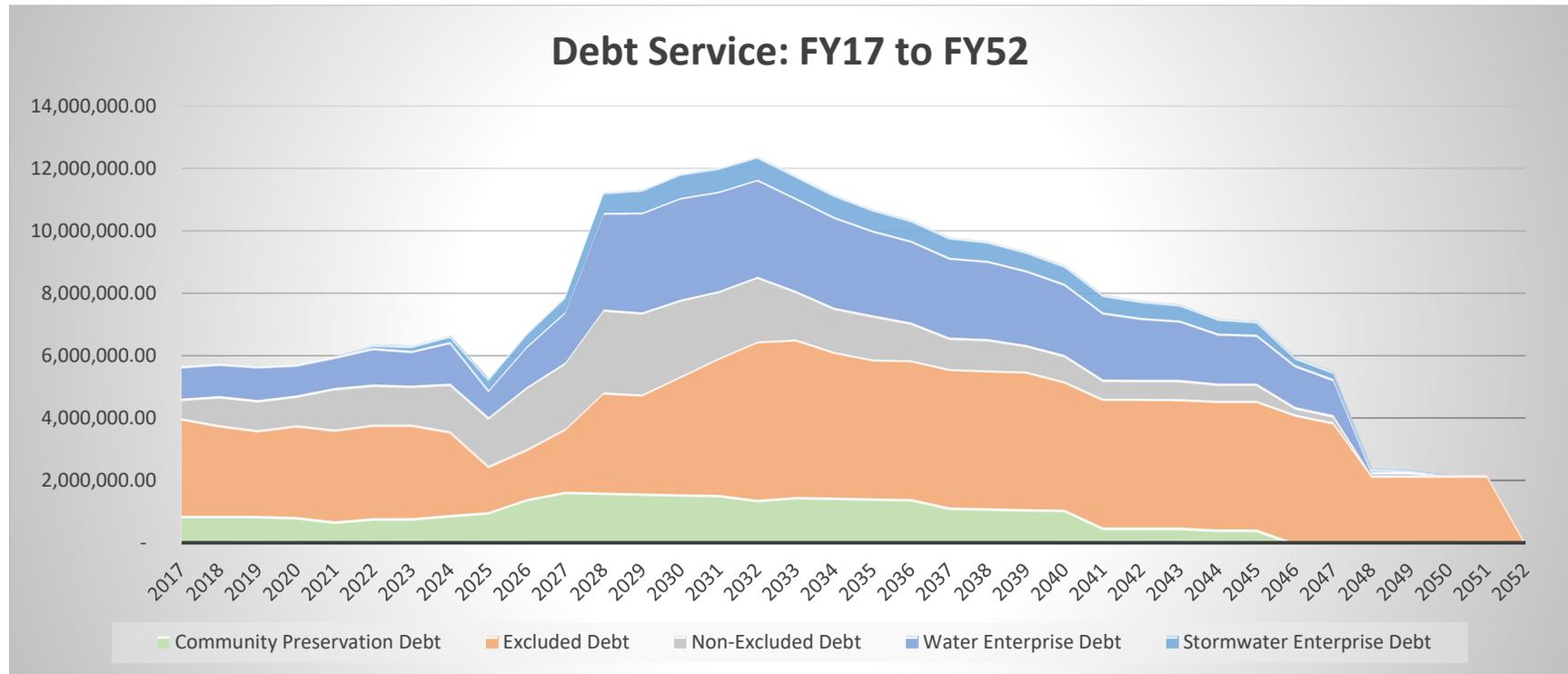
		YEAR OF LOAN	FISCAL 2024	FISCAL 2025	FISCAL 2026	FISCAL 2027	FISCAL 2028	FISCAL 2026	FISCAL 2026
		EXPIRATION	ACTUAL	BUDGET	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
NON-EXEMPT DEBT CONT'D									
PLAIN ROAD PHASE I SIDEWALK CONSTRUCTION	Principal	Estimated Debt	-	47,570.00	-	-	-	-100.00%	(47,570.00)
PLAIN ROAD PHASE I SIDEWALK CONSTRUCTION	Interest	Estimated Debt	-	-	-	-	-	-	-
TOWER TRUCK	Principal	Estimated Debt	-	189,200.00	192,067.00	192,067.00	192,067.00	1.52%	2,867.00
TOWER TRUCK	Interest	Estimated Debt	-	-	-	-	-	-	-
BLANCHARD ROOF HVAC UNITS	Principal	Estimated Debt	-	123,375.00	-	-	-	-100.00%	(123,375.00)
BLANCHARD ROOF HVAC UNITS	Interest	Estimated Debt	-	-	-	-	-	-	-
PLAIN ROAD PHASE II SIDEWALK CONSTRUCTION	Principal	Estimated Debt	-	-	43,388.00	43,388.00	43,388.00	-	43,388.00
PLAIN ROAD PHASE II SIDEWALK CONSTRUCTION	Interest	Estimated Debt	-	-	-	-	-	-	-
DAM CONSTRUCTION	Principal	Estimated Debt	-	-	-	144,625.00	144,625.00	-	-
DAM CONSTRUCTION	Interest	Estimated Debt	-	-	-	-	-	-	-
NUTTING ROAD ARTIFICIAL TURF	Principal	Estimated Debt	-	-	108,469.00	108,469.00	108,469.00	-	108,469.00
NUTTING ROAD ARTIFICIAL TURF	Interest	Estimated Debt	-	-	-	-	-	-	-
MSBA FUNDING - ROBINSON SCHOOL FEASIBILITY	Principal	Estimated Debt	-	-	80,000.00	451,000.00	451,000.00	-	80,000.00
MSBA FUNDING - ROBINSON SCHOOL FEASIBILITY	Interest	Estimated Debt	-	-	-	-	-	-	-
WEST ST. at N. MAIN ST. PEDESTRIAN IMPROVEMENT	Principal	Estimated Debt	-	-	32,000.00	57,850.00	57,850.00	-	32,000.00
WEST ST. at N. MAIN ST. PEDESTRIAN IMPROVEMENT	Interest	Estimated Debt	-	-	-	-	-	-	-
TOTAL NON-EXEMPT DEBT			1,731,948.52	1,943,230.00	1,923,272.00	2,427,429.00	2,393,903.00	-1.03%	(19,958.00)
COMMUNITY PRESERVATION DEBT									
		YEAR OF LOAN	FISCAL 2024	FISCAL 2025	FISCAL 2026	FISCAL 2027	FISCAL 2028	FISCAL 2026	FISCAL 2026
		EXPIRATION	ACTUAL	BUDGET	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
TOWN HALL CONSTRUCTION	Principal	2030	49,450.00	51,600.00	40,850.00	40,850.00	40,850.00	-20.83%	(10,750.00)
TOWN HALL CONSTRUCTION	Interest	2030	12,749.50	10,277.00	7,697.00	5,655.00	4,021.00	-25.10%	(2,580.00)
ROUDENBUSH CONSTRUCTION	Principal	2039	306,000.00	319,500.00	337,500.00	342,000.00	342,000.00	5.63%	18,000.00
ROUDENBUSH CONSTRUCTION	Interest	2039	172,327.50	160,088.00	147,308.00	133,808.00	120,128.00	-7.98%	(12,780.00)
ADAMS PROPERTY	Principal	2039	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	0.00%	-
ADAMS PROPERTY	Interest	2039	119,612.50	113,463.00	92,963.00	92,963.00	82,713.00	-18.07%	(20,500.00)
WA AMENITIES BUILDING	Principal	2042	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
WA AMENITIES BUILDING	Interest	2042	53,350.00	50,100.00	46,850.00	43,600.00	40,350.00	-6.49%	(3,250.00)
35 TOWN FARM ROAD SHORT TERM DEBT	Principal	Estimated Debt	-	122,000.00	122,000.00	246,750.00	246,750.00	0.00%	-
TOTAL COMMUNITY PRESERVATION DEBT			983,489.50	1,097,028.00	1,065,168.00	1,175,626.00	1,146,812.00	-2.90%	(31,860.00)

		YEAR OF LOAN	FISCAL 2024	FISCAL 2025	FISCAL 2026	FISCAL 2027	FISCAL 2028	FISCAL 2026	FISCAL 2026
		EXPIRATION	ACTUAL	BUDGET	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
WATER ENTERPRISE DEBT									
STEPINSKI LAND ACQUISITION 091608	Principal	2024	26,000.00	-	-	-	-		-
STEPINSKI LAND ACQUISITION 091608	Interest	2024	780.00	-	-	-	-		-
BYRNE AVE LINE REPL 091608	Principal	2024	24,000.00	-	-	-	-		-
BYRNE AVE LINE REPL 091608	Interest	2024	720.00	-	-	-	-		-
PERCHLORATE REMEDIATION WPAT CONTRACT	Principal	2031	3,828.95	3,910.00	3,985.00	4,065.00	4,148.00	1.92%	75.00
PERCHLORATE REMEDIATION WPAT CONTRACT	Interest	2031	619.39	542.00	463.00	383.00	301.00	-14.58%	(79.00)
PERCHLORATE REMEDIATION WPAT CONTRACT	Principal	2031	54,272.82	55,368.00	56,485.00	57,624.00	58,786.00	2.02%	1,117.00
PERCHLORATE REMEDIATION WPAT CONTRACT	Interest	2031	8,779.32	7,683.00	6,564.00	5,423.00	4,259.00	-14.56%	(1,119.00)
PERCHLORATE REMEDIATION WPAT CONTRACT	MWPAT Fees	2031	704.90	617.00	527.00	436.00	342.00	-14.59%	(90.00)
GRANITEVILLE UPGRADE MAIN	Principal	2033	75,000.00	75,000.00	80,000.00	80,000.00	80,000.00	6.67%	5,000.00
GRANITEVILLE UPGRADE MAIN	Interest	2033	22,537.50	21,038.00	19,350.00	17,550.00	15,750.00	-8.02%	(1,688.00)
RTE 110 UPGRADE MAIN	Principal	2033	25,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
RTE 110 UPGRADE MAIN	Interest	2033	8,225.00	7,725.00	7,050.00	6,375.00	5,700.00	-8.74%	(675.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)	Principal	2037	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
GRANITEVILLE MAIN (PATRIOT TO MAIN)	Interest	2037	6,140.00	5,640.00	5,140.00	4,740.00	4,340.00	-8.87%	(500.00)
PLEASANT ST MAIN (ABBOT TO PINE)	Principal	2037	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
PLEASANT ST MAIN (ABBOT TO PINE)	Interest	2037	7,675.00	7,050.00	6,425.00	5,925.00	5,425.00	-8.87%	(625.00)
PROSPECT HILL WATER TANK	Principal	2042	115,000.00	115,000.00	115,000.00	115,000.00	115,000.00	0.00%	-
PROSPECT HILL WATER TANK	Interest	2042	60,550.00	55,950.00	51,350.00	47,325.00	43,875.00	-8.22%	(4,600.00)
KIRSI/DOUGLAS WATER MAIN	Principal	2042	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
KIRSI/DOUGLAS WATER MAIN	Interest	2042	53,350.00	50,100.00	46,850.00	43,600.00	40,350.00	-6.49%	(3,250.00)
GROTON/DUNSTABLE ROAD	Principal	2034	35,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
GROTON/DUNSTABLE ROAD	Interest	2034	11,387.50	9,638.00	8,138.00	6,638.00	5,138.00	-15.56%	(1,500.00)
VINEBROOK WATER MAIN EXTENSION BETTERM	Principal	2038	55,000.00	55,000.00	55,000.00	50,000.00	50,000.00	0.00%	-
VINEBROOK WATER MAIN EXTENSION BETTERM	Interest	2038	22,400.00	19,650.00	16,900.00	14,275.00	11,775.00	-13.99%	(2,750.00)
OAK HILL/PLAIN/MOORE RD	Principal	Estimated Debt	72,500.00	223,250.00	217,963.00	212,675.00	207,388.00	-2.37%	(5,287.00)
OAK HILL/PLAIN/MOORE RD	Interest	Estimated Debt	-	-	-	-	-		-
OAK HILL/PLAIN/MOORE RD	Interest	Interest on Notes	83,987.74	-	-	-	-		-
TOWN FARM ROAD TANK	Principal	Estimated Debt	86,000.00	116,000.00	114,150.00	111,300.00	108,450.00	-1.59%	(1,850.00)
TOWN FARM ROAD TANK	Interest	Estimated Debt	-	-	-	-	-		-
TOWN FARM ROAD TANK	Interest	Interest on Notes	39,447.26	-	-	-	-		-
DEBT AUTHORIZED NOT ISSUED	Debt	Estimated Debt	-	311,030.00	423,557.00	870,136.00	1,790,387.00	36.18%	112,527.00
INTEREST ON SHORT-TERM DEBT	Interest	Estimated Debt	-	-	-	-	-		-
TOTAL WATER ENTERPRISE DEBT			1,008,905.38	1,310,191.00	1,404,897.00	1,823,470.00	2,721,414.00	7.23%	94,706.00

		YEAR OF LOAN EXPIRATION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
STORMWATER ENTERPRISE DEBT									
OAK HILL RECONSTRUCTION PROJECT	Principal	Estimated Debt	62,500.00	101,000.00	101,000.00	101,000.00	101,000.00	0.00%	-
OAK HILL RECONSTRUCTION PROJECT	Interest	Estimated Debt	-	80,800.00	76,760.00	72,720.00	68,680.00	-5.00%	(4,040.00)
OAK HILL RECONSTRUCTION PROJECT	Interest	Interest on Notes	72,403.22	-	-	-	-	-	-
POND BROOK & BLUE BROOK CULVERT CONSTRU	Principal	Estimated Debt	-	75,000.00	75,000.00	75,000.00	75,000.00	0.00%	-
POND BROOK & BLUE BROOK CULVERT CONSTRU	Interest	Estimated Debt	-	63,750.00	60,563.00	57,375.00	54,188.00	-5.00%	(3,187.00)
POND BROOK & BLUE BROOK CULVERT CONSTRU	Interest	Interest on Notes	17,833.30	-	-	-	-	-	-
185 N MAIN CULVERT DESIGN PRINCIPAL 06/22	Principal	Estimated Debt	30,000.00	-	25,000.00	25,000.00	25,000.00	-	25,000.00
185 N MAIN CULVERT DESIGN PRINCIPAL 06/22	Interest	Estimated Debt	-	-	19,125.00	18,063.00	17,000.00	-	19,125.00
185 N MAIN CULVERT DESIGN PRINCIPAL 06/22	Interest	Interest on Notes	17,833.30	-	-	-	-	-	-
DEBT AUTHORIZED NOT ISSUED	Debt	Estimated Debt	-	-	52,500.00	158,156.00	158,156.00	-	52,500.00
INTEREST ON SHORT-TERM DEBT	Interest	Estimated Debt	-	-	-	-	-	-	-
TOTAL STORMWATER ENTERPRISE DEBT			200,569.82	320,550.00	409,948.00	507,314.00	499,024.00	27.89%	89,398.00

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
SHORT TERM DEBT	2,250.00	43,300.00	43,300.00	43,300.00	43,300.00	43,300.00	0.00%	-
INTEREST ON SHORT-TERM DEBT	-	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%	-
INTERST ON SHORT TERM NOTES	-	-	-	-	-	-	-	-
MISCELLANOUS INTEREST	-	-	-	-	-	-	-	-
BOND ISSUANCE COSTS	2,250.00	3,300.00	3,300.00	3,300.00	3,300.00	3,300.00	0.00%	-
SUMMARY								
TOTAL EXEMPTED DEBT(G/F)	1,486,250.00	1,579,594.00	2,022,344.00	2,022,344.00	3,205,578.00	3,173,453.00	28.03%	442,750.00
TOTAL NON EXEMPTED DEBT(G/F)	1,731,948.52	1,943,230.00	2,191,270.00	1,923,272.00	2,427,429.00	2,393,903.00	-1.03%	(19,958.00)
TOTAL COMMUNITY PRES FUND	983,489.50	1,097,028.00	1,189,918.00	1,065,168.00	1,175,626.00	1,146,812.00	-2.90%	(31,860.00)
TOTAL WATER DEBT(Water Enterprise)	1,008,905.38	1,310,191.00	1,404,897.00	1,404,897.00	1,823,470.00	2,721,414.00	7.23%	94,706.00
TOTAL STORMWATER ENTEPRISE DEBT	200,569.82	320,550.00	409,948.00	409,948.00	507,314.00	499,024.00	27.89%	89,398.00
TOTAL SHORT TERM DEBT	2,250.00	43,300.00	43,300.00	43,300.00	43,300.00	43,300.00	0.00%	-
TOTAL APPROPRIATION	5,413,413.22	6,293,893.00	7,261,677.00	6,868,929.00	9,182,717.00	9,977,906.00	9.14%	575,036.00
LESS WATER(BUDGETED IN WATER ENT)	(1,008,905.38)	(1,310,191.00)	(1,404,897.00)	(1,404,897.00)	(1,823,470.00)	(2,721,414.00)	7.23%	(94,706.00)
LESS STORMWATER(BUDGET IN SW ENT)	(200,569.82)	(320,550.00)	(409,948.00)	(409,948.00)	(507,314.00)	(499,024.00)	27.89%	(89,398.00)
LESS COMMUNITY PRES FUND	(983,489.50)	(1,097,028.00)	(1,189,918.00)	(1,065,168.00)	(1,175,626.00)	(1,146,812.00)	-2.90%	31,860.00
APPROPRIATION G/F	3,220,448.52	3,566,124.00	4,256,914.00	3,988,916.00	5,676,307.00	5,610,656.00	11.86%	422,792.00

The graph below links to the debt fall of schedule, so it does include projects that have been authorized and not yet borrow, such as the PFAS Treatment Plants on Forge Village Road and Nutting Road in the water enterprise. It also includes projections for projects that have not yet been authorized, such as the potential MSBA Robinson School project included in the excluded debt.



Other Information:

Debt Balance on June 30th	2024	2023	2022	2021	2020
Long-Term Indebtedness:					
Within the Gen Debt Limit					
Land Acquisition	3,065,000	3,296,000	3,527,000	3,758,000	3,988,000
Departmental Equipment	800,000	1,005,000	1,209,000	670,000	830,000
Sewers & Drains	225,000	270,000	315,000	365,000	415,000
Schools	-	55,000	3,190,000	6,205,000	9,095,000
Other Buildings	17,980,000	19,720,000	21,059,000	21,225,000	22,520,000
Engineering/Highway	1,930,000	2,290,000	2,645,000	2,520,000	2,845,000
Total Within Gen Debt Limit	24,000,000	26,636,000	31,945,000	34,743,000	39,693,000
Outside the General Debt Limit					
School Buildings	2,705,000	2,900,000	3,090,800	1,975,000	2,105,000
Other Outside General					-
Water	6,549,506	7,098,495	8,406,514	6,000,003	7,233,606
Total Outside Gen Debt Limit	9,254,506	9,998,495	11,497,314	7,975,003	9,338,606
Total All Long Term Debt:	33,254,506	36,634,495	43,442,314	42,718,003	49,031,606
Debt figures taken from the Town of Westford Statement of Indebtedness.					
	2024	2023	2022	2021	2020
<i>Debt Exclusions Added to Tax Rate</i>					
<i>Increase to Tax Rate:</i>	<i>0.220</i>	<i>0.437</i>	<i>0.548</i>	<i>0.59</i>	<i>0.59</i>
3 Properties are in process for foreclosure					

Unclassified

940 Otherwise Unclassified

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
WATER DIRECT / INDIRECT COSTS	(551,796.00)	(670,168.00)	(670,168.00)	(594,518.00)	(594,518.00)	(594,518.00)	-11.29%	75,650.00
RECREATION DIRECT / INDIRECT COSTS	(241,048.00)	(186,412.00)	(186,412.00)	(154,850.00)	(154,850.00)	(154,850.00)	-16.93%	31,562.00
AMBULANCE DIRECT / INDIRECT COSTS	(304,456.00)	(460,562.00)	(460,562.00)	(370,483.00)	(370,483.00)	(370,483.00)	-19.56%	90,079.00
STORMWATER DIRECT / INDIRECT COSTS	(535,535.00)	(553,159.00)	(553,159.00)	(593,039.00)	(593,039.00)	(593,039.00)	7.21%	(39,880.00)
CATEGORY TOTAL	(1,632,835.00)	(1,870,301.00)	(1,870,301.00)	(1,712,890.00)	(1,712,890.00)	(1,712,890.00)	-8.42%	157,411.00
DEPARTMENT TOTAL	(1,632,835.00)	(1,870,301.00)	(1,870,301.00)	(1,712,890.00)	(1,712,890.00)	(1,712,890.00)	-8.42%	157,411.00

Description of Changes:

The direct and indirect charges have been calculated for the FY26 budget. The detail for each enterprise is located with the respective budgets in this document. To ensure that the town is capturing the true cost incurred by the enterprise, the latest completed fiscal year is recalculated against the actual assessment and the enterprise is either charged an additional surcharge in the next fiscal year to capture any additional expenses, or they are given a credit in the next fiscal year to reimburse the enterprise for any expenses that they were charged and did not incur.

Programs & Services:

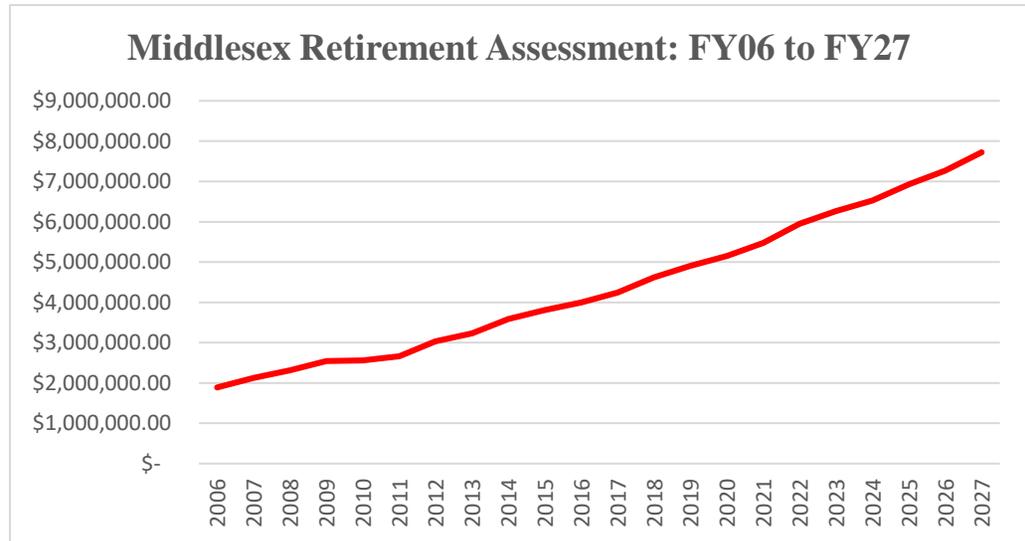
The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided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

945 Unclassified

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
RETIREMENT ASSESSMENT	6,522,668.00	6,931,644.00	7,267,921.00	7,267,921.00	7,723,568.00	8,225,600.00	4.85%	336,277.00
MILITARY RETIREMENT ASSESSMENT	-	-	-	-	-	-	-	-
HEALTH INSURANCE - MEDICARE	1,478,227.75	1,565,000.00	1,813,088.00	1,813,088.00	1,978,135.00	2,133,947.00	15.85%	248,088.00
MEDICARE PART B PENALTY	11,602.20	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
LIFE INSURANCE	4,089.16	4,000.00	8,000.00	8,000.00	8,000.00	8,000.00	100.00%	4,000.00
MEDICARE TAX	1,070,639.50	1,107,500.00	1,130,000.00	1,130,000.00	1,150,000.00	1,190,250.00	2.03%	22,500.00
WORKERS COMPENSATION	433,621.00	624,056.00	545,957.00	545,957.00	612,592.00	686,103.00	-12.51%	(78,099.00)
UNEMPLOYMENT COMPENSATION	79,854.37	135,000.00	135,000.00	135,000.00	135,000.00	135,000.00	0.00%	-
SICK LEAVE/VAC BUY BACK-PR	70,254.44	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
HEALTH RELATED PROGRAMS	-	2,000.00	10,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
COMPREHENSIVE LIABILITY	305,949.32	222,450.00	309,939.00	309,939.00	328,648.00	354,950.00	39.33%	87,489.00
EXCESS UMBRELLA LIABILITY	11,340.61	16,100.00	16,171.00	16,171.00	17,788.00	19,567.00	0.44%	71.00
AUTO LIABILITY	65,250.03	111,200.00	67,649.00	67,649.00	74,414.00	81,855.00	-39.16%	(43,551.00)
PUBLIC OFFICIALS LIABILITY	64,765.62	43,360.00	51,169.00	51,169.00	56,286.00	61,915.00	18.01%	7,809.00
EDUCATION LIABILITY	2,609.12	27,250.00	30,207.00	30,207.00	33,228.00	36,551.00	10.85%	2,957.00
POLICE/FIRE LIABILITY	82,296.24	88,956.00	88,956.00	88,956.00	97,852.00	107,637.00	0.00%	-
GENERAL LIABILITY INSURANCE	65,183.38	53,762.00	72,091.00	72,091.00	79,300.00	87,230.00	34.09%	18,329.00
DEDUCTIBLES	5,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
TRANSFERS TO HEALTH INS TRUST	-	-	-	-	-	-	-	-
ENCUMBRANCES	72,214.97	-	-	-	-	-	-	-
CATEGORY TOTAL	10,345,565.71	11,007,278.00	11,621,148.00	11,613,148.00	12,371,811.00	13,205,605.00	5.50%	605,870.00
DEPARTMENT TOTAL	10,345,565.71	11,007,278.00	11,621,148.00	11,613,148.00	12,371,811.00	13,205,605.00	5.50%	605,870.00

Description of Changes:

- The budgeted **Middlesex Retirement Assessment** for FY26 is \$7,267,921. This figure represents a 4.85% increase over the previous fiscal year. Middlesex Retirement offers a discounted rate for those participants that pay the annual assessment in full on July 1, resulting in a savings of \$126,569 for Westford. The graph to the right shows the increase of the assessment since FY06. As of January 1, 2024, the Middlesex Retirement System’s funded ratio is 57.50%. Westford was originally scheduled to fully fund its pension obligation by 2035.



However, due to projected returns falling short of projections, the new date to be fully funded is 2036, 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 FY26, the assessment would be \$1,755,464 as opposed to \$7,394,490. The pension liability must be fully funded by 2040.

- On November 1, 2024, town renewed its **Health Insurance** plan with Blue Cross Blue Shield (BCBS). This is the seventh year with BCBS after spending the previous two years with Fallon Healthcare. The Medicare supplemented plan increased by 13.80% effective January 1, 2025. With an increased number of retirees on the Medex plan, the overall projection for next year increased by 15.85% or \$248,088. The Medicare budget will require a supplemental appropriation at the March 22, 2024 Annual Town Meeting to absorb the higher than expected increase.

Fiscal Year	Subscribers	Town - Non Medicare Subscribers	Town - Medicare Subscribers	School - Non Medicare Subscribers	School - Medicare Subscribers	% Inc/(Dec)
FY10	912	176	42	553	141	5.50%
FY11	961	179	47	578	157	13.00%
FY12	964	214	51	528	171	0.00%
FY13	1,001	193	63	537	208	12.67%
FY14	1,016	191	65	517	243	1.40%
FY15	1,003	187	57	495	264	5.10%
FY16	1,032	192	67	475	298	7.83%
FY17	1,033	188	67	459	319	5.50%
FY18	1,091	185	73	487	346	2.74%
FY19	1,124	186	77	495	366	0.60%
FY20	1,133	190	79	475	389	7.90%
FY21	1,164	189	78	476	421	4.90%
FY22	1,211	197	87	490	437	2.50%
FY23	1,191	200	85	462	444	4.00%
FY24	1,214	204	92	452	466	15.00%

School & Town 945 Expenditures

Account	FY26 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	7,267,921	65.12%	4,732,810	34.88%	2,535,111	FY24 Actual Middlesex Retirement Employee Deduction
HEALTH INSURANCE (BASED ON FY24 ACTUALS)						
ACTIVE - RETIREES UNDER 65	13,187,292	27.59%	3,637,877	72.41%	9,549,415	FY24 Health Insurance Deductions
RETIREE - MEDICARE	1,813,088	16.78%	304,321	83.22%	1,508,767	FY23 Expenditures with BCBS
LIFE INSURANCE	8,000	43.12%	3,450	56.88%	4,550	FY24 Life Insurance Deductions
MEDICARE PART B PENALTY	15,000	16.29%	2,443	83.71%	12,557	Based on October 2024 Invoice
MEDICARE TAX	1,130,000	28.85%	326,028	71.15%	803,972	FY23 Actual Employer Medicare Tax
WORKERS COMPENSATION	545,957	28.42%	155,142	71.58%	390,815	MIIA Property & Casualty Group
UNEMPLOYMENT COMPENSATION	135,000	29.00%	39,147	71.00%	95,853	FY24 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000	100.00%	50,000			Town only
HEALTH RELATED PROGRAMS	2,000	100.00%	2,000			Town only
COMPREHENSIVE LIABILITY	309,939	42.66%	132,211	57.34%	177,728	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	16,171	68.05%	11,004	31.95%	5,167	MIIA Property & Casualty Group
AUTO LIABILITY	67,649	84.01%	56,833	15.99%	10,816	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	51,169	100.00%	51,169	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	30,207	0.00%	-	100.00%	30,207	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	88,956	100.00%	88,956	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	72,091	70.00%	50,464	30.00%	21,627	MIIA Property & Casualty Group
DEDUCTIBLES	10,000	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	1,000,000	24.46%	244,550	75.54%	755,450	7-1-24 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
TOTAL	25,800,440	38.36%	9,895,905	61.64%	15,904,535	

990 Transfer to/from Trusts

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
EXPENSES								
HEALTH INSURANCE TRANSFER TO TRUST	11,857,528.00	12,280,173.00	13,187,292.00	13,187,292.00	14,242,275.00	15,381,657.00	7.39%	907,119.00
OPEB TRANSFER TO TRUST	1,000,000.00	1,000,000.00	1,681,707.00	1,000,000.00	1,831,767.00	1,923,355.00	0.00%	-
CATEGORY TOTAL	12,857,528.00	13,280,173.00	14,868,999.00	14,187,292.00	16,074,042.00	17,305,012.00	6.83%	907,119.00
DEPARTMENT TOTAL	12,857,528.00	13,280,173.00	14,868,999.00	14,187,292.00	16,074,042.00	17,305,012.00	6.83%	907,119.00

Description of Changes:

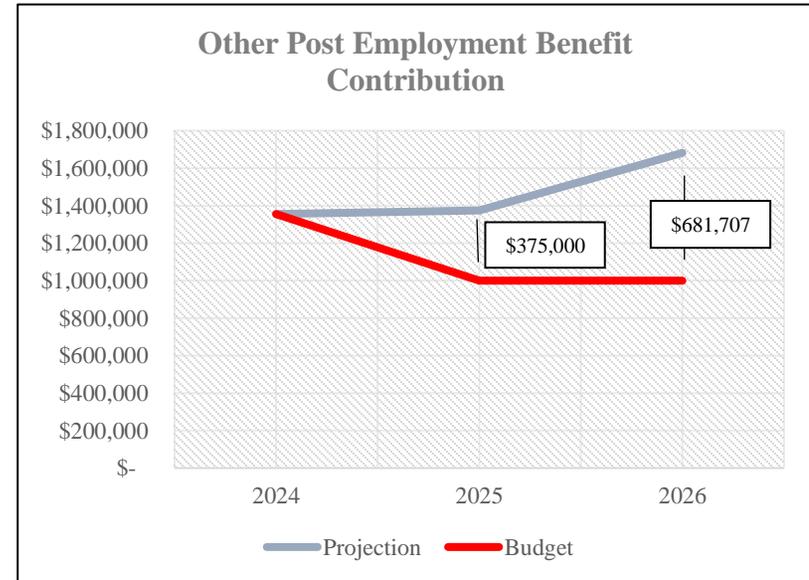
Health Insurance Trust Contribution:

- On March 1, 2022, the town’s health insurance became partially self-funded as the Town voted to establish a **Health Insurance Trust Fund**. The town originally transferred \$720,880 from our Health Insurance Stabilization Fund in the new fund at the October 2021 Special Town Meeting.
- In FY22 and FY23, the town experienced over 20% increases in utilization in both years. This led the Trust having a negative balance of \$387,079 to end FY23, which must be funded to close the year. The deficit was raised on the recap and Special Town Meeting approved a supplemental appropriation of \$950,000 to supplement the Trust. The rates for employees were also increased by 15% effective November 1, 2023.
- In FY24, our contributions to the Trust exceeded expenses and we ended the year with a fund balance of \$1,085,375, which is an increase of \$1,472,454 from the prior year.
- With the Health Insurance Trust, the town is still able to better control costs with the partially self-funded plan. We have become eligible for pharmacy rebates and other incentives. We also enrolled in the Pillar Program that provides both our employees and our town with substantial savings on high-cost medications. We have also enrolled with CanaRX that provides the town with savings on certain prescriptions and eliminates the copay for employees taking advantage of the program.
- The town also has a contract with a stop-loss provider, Blue Cross Blue Shield, which will protect the town from any medical claims over \$125,000. Members of the Health Insurance Trust are receiving monthly updates from our insurance broker, HUB, Inc.
- The current balance of the Health Insurance Trust Fund as of November 30, 2024 is approximately \$2,699,315.

- In FY26, we are budgeting \$13,187,292 towards the health insurance trust, which represents a \$907,119 or a 7.39% increase over our FY25 health insurance budget. Members of the Health Insurance Trust are updated monthly.

OPEB Trust Contribution:

- The FY25 contribution to the **OPEB Trust** (Other Post-Employment Benefits besides pensions, such as health and life insurance) was \$1,000,000, which is \$375,000 less than the amount recommended by the OPEB funding policy.
- The FY26 contribution is remaining level at \$1,000,000. The Budget Policy recommends a contribution of \$1,681,707, but due to the failed override, we are recommending to not fund the additional \$681,707.
- In 2004, the General Accounting Standards Board (GASB) issued Statement 45 that required governmental entities to recognize the cost of OPEB’s when they are earned (when the employees are working) rather than when they are paid. At the March 2011 Annual Town Meeting, a motion was passed to establish an irrevocable trust fund. Westford’s last GASB 74 & 75 measurement period was June 30, 2024, and it showed that Westford had a \$102,224,650 net OPEB liability. The town is scheduled to have another actuarial study performed in FY26.
- To date, the current balance in the OPEB Stabilization Account as of October 31, 2024 is \$17,207,357. The general funds’ share is \$15,810,974 and the water enterprise has a balance of \$1,396,383. At the March 2025 Annual Town Meeting, we are proposing to fund an additional \$1,000,000 towards the liability, which will bring the balance to \$16,810,974.
- A link to the GASB 74 and GASB 75 reports can be found [here](#).



Community Preservation

240 Community Preservation Fund

Mission Statement:

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
SUPPORT STAFF	5,211.40	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
CATEGORY TOTAL	5,211.40	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
EXPENSES								
ADMIN EXPENSES	6,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
CATEGORY TOTAL	6,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
DEBT SERVICE								
TOWN HALL - PRINCIPAL	49,450.00	51,600.00	40,850.00	40,850.00	40,850.00	40,850.00	-20.83%	(10,750.00)
TOWN HALL - INTEREST	12,749.50	10,277.00	7,697.00	7,697.00	5,655.00	4,021.00	-25.10%	(2,580.00)
ROUDENBUSH - PRINCIPAL	306,000.00	319,500.00	337,500.00	337,500.00	342,000.00	342,000.00	5.63%	18,000.00
ROUDENBUSH - INTEREST	172,327.50	160,088.00	147,308.00	147,308.00	133,808.00	120,128.00	-7.98%	(12,780.00)
WA AMENITIES BLDG - PRINCIPAL	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
WA AMENITIES BLDG - INTEREST	53,350.00	50,100.00	46,850.00	46,850.00	43,600.00	40,350.00	-6.49%	(3,250.00)
WA AMENITIES BLDG - INTEREST ON NOTES	-	-	-	-	-	-	-	-
ADAMS PROPERTY - PRINCIPAL	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	0.00%	-
ADAMS PROPERTY - INTEREST	119,612.50	113,463.00	92,963.00	92,963.00	92,963.00	82,713.00	-18.07%	(20,500.00)
35 TOWN FARM ROAD SHORT TERM DEBT	-	122,000.00	246,750.00	122,000.00	246,750.00	246,750.00	0.00%	-
CATEGORY TOTAL	983,489.50	1,097,028.00	1,189,918.00	1,065,168.00	1,175,626.00	1,146,812.00	-2.90%	(31,860.00)
DEPARTMENT TOTAL	994,700.90	1,121,028.00	1,213,918.00	1,089,168.00	1,199,626.00	1,170,812.00	-2.84%	(31,860.00)

Description of Changes:

The Support Staff and Admin Expenses line items are level funded for FY26. Any administrative funding that is unspent is returned to the Community Preservation Fund. The rehabilitation of the town hall was completed in 2010 and the bond is scheduled to be paid in full in FY30. At the March 2017 Town Meeting, the town voted to authorize the Rehabilitation, Preservation, and Accessibility Improvements for the Roudenbush Building located at 65 Main Street. The total amount authorized was \$7,012,612, with \$6,300,000 of the bond to be repaid by the Community

Preservation Committee, and \$712,612 to be repaid through non-excluded debt service. This bond is scheduled to be fully paid in FY39. At the March 2018 Town Meeting, the town voted to authorize the borrowing of \$4,293,000 for the purchase of the Adams land for open space purposes. An additional \$477,000 was appropriated from the Community Preservation Committee Undesignated Fund Balance to bring the total to \$4,770,000. This bond is also scheduled to be paid in full in FY39. Lastly, at the October 2020 Special Town Meeting, the town authorized the borrowing of \$1,344,152 for the construction of a new amenities building at Westford Academy’s Trustees Field, which will be paid in full in FY42. There is currently a line item for Interest on Short Term Debt which is for \$2,000,000 in bond authorizations for the 35 Town Farm Road Housing project.

Other Metrics:

Revenue History

Fiscal Year	Penalties / Interest	CPA Surcharge	CPA - State Share	Earnings on Investments	Total
2003	1,395.53	927,877.35	815,485.00	32,765.41	1,777,523.29
2004	2,724.99	1,010,454.76	924,436.00	76,600.82	2,014,216.57
2005	1,820.31	1,077,557.22	1,005,454.00	120,934.60	2,205,766.13
2006	1,433.27	1,139,232.16	1,078,627.00	116,414.27	2,335,706.70
2007	1,978.27	1,188,066.11	1,137,231.00	197,197.75	2,524,473.13
2008	2,348.42	1,220,210.29	1,190,322.00	289,460.41	2,702,341.12
2009	2,204.36	1,250,223.28	885,461.00	228,229.44	2,366,118.08
2010	2,527.72	1,284,730.99	485,429.00	175,070.12	1,947,757.83
2011	2,929.67	1,303,521.74	386,547.00	144,429.70	1,837,428.11
2012	2,355.58	1,361,387.74	385,895.00	106,484.46	1,856,122.78
2013	2,488.53	1,407,988.61	402,455.00	41,425.07	1,854,357.21
2014	2,915.23	1,456,660.02	818,612.00	63,390.85	2,341,578.10
2015	3,840.41	1,568,218.57	514,377.00	72,906.91	2,159,342.89
2016	4,048.90	1,644,891.63	513,583.00	96,236.22	2,258,759.75
2017	3,933.95	1,702,514.48	373,932.00	106,405.88	2,186,786.31
2018	4,094.86	1,755,499.88	324,179.00	146,892.05	2,230,665.79
2019	4,685.50	1,853,920.51	381,872.00	130,040.91	2,370,518.92
2020	5,406.12	1,965,218.56	500,852.00	190,616.28	2,662,092.96
2021	7,771.81	2,078,040.50	636,005.00	606,920.95	3,328,738.26
2022	6,922.01	2,164,286.25	1,015,749.00	(71,511.66)	3,115,445.60
2023	7,916.59	2,290,217.23	934,577.00	412,355.53	3,645,066.35
2024	4,800.35	2,338,409.64	517,403.00	556,840.09	3,417,453.08
Total	80,542.38	33,989,127.52	15,228,483.00	3,840,106.06	53,138,258.96

Enterprise

600 Water Enterprise

Mission Statement:

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

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
SUPERINTENDENT	108,243.20	112,617.00	114,869.00	114,869.00	117,166.00	119,510.00	2.00%	2,252.00
GIS/PROJECT MANAGEMENT ANALYST	-	77,874.00	89,401.00	89,401.00	91,636.00	93,927.00	14.80%	11,527.00
DPW BUSINESS MANAGER			56,601.00	56,601.00	57,733.00	59,262.00		56,601.00
RECORDS SUPERVISORS	231,025.81	238,095.00	239,661.00	239,661.00	239,661.00	240,579.00	0.66%	1,566.00
TREATMENT MANAGER	100,169.69	104,217.00	106,302.00	106,302.00	108,428.00	110,596.00	2.00%	2,085.00
COMPLIANCE MANAGER	86,169.71	89,651.00	91,444.00	91,444.00	93,273.00	95,139.00	2.00%	1,793.00
LABORER	516,331.28	580,339.00	574,347.00	574,347.00	577,729.00	583,464.00	-1.03%	(5,992.00)
SEASONAL STAFF	-	17,136.00	17,136.00	17,136.00	17,136.00	17,136.00	0.00%	-
SCHEDULED OVERTIME	70,021.54	71,696.00	71,696.00	71,696.00	71,696.00	71,696.00	0.00%	-
OVERTIME - NON SCHED	30,207.36	38,645.00	40,000.00	40,000.00	40,000.00	40,000.00	3.51%	1,355.00
STIPENDS / LICENSES	20,112.50	22,050.00	23,650.00	23,650.00	23,650.00	23,650.00	7.26%	1,600.00
LONGEVITY	17,091.22	19,200.00	18,200.00	18,200.00	20,100.00	20,600.00	-5.21%	(1,000.00)
ON CALL	31,200.00	31,200.00	31,200.00	31,200.00	31,200.00	31,200.00	0.00%	-
SICK LEAVE / VACATION BUYBACK	35,181.31	2,040.00	2,040.00	2,040.00	2,040.00	2,040.00	0.00%	-
COMPENSATION RESERVE	-	2,697.00	40,000.00	40,000.00	40,000.00	40,000.00	1383.13%	37,303.00
CATEGORY TOTAL	1,245,753.62	1,407,457.00	1,516,547.00	1,516,547.00	1,531,448.00	1,548,799.00	7.75%	109,090.00

EXPENSES	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
SPECIAL DETAILS	2,165.79	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00	0.00%	-
UNIFORM ALLOWANCES	6,614.49	8,600.00	8,600.00	8,600.00	8,600.00	8,600.00	0.00%	-
ELECTRICITY	213,709.31	267,000.00	305,000.00	285,000.00	305,000.00	305,000.00	6.74%	18,000.00
HEATING FUEL	59,104.25	52,000.00	61,000.00	61,000.00	61,000.00	61,000.00	17.31%	9,000.00
BUILDING MAINTENANCE	42,153.55	56,000.00	56,000.00	56,000.00	56,000.00	56,000.00	0.00%	-
VEHICLE MAINTENANCE	14,423.25	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	0.00%	-
OFFICE EQUIPMENT MAINTENANCE	4,517.45	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
IT MAINTENANCE SUPPORT	45,553.37	50,000.00	65,000.00	65,000.00	65,000.00	65,000.00	30.00%	15,000.00
WATER INFRASTRUCTURE MAINT.	154,421.27	115,000.00	159,000.00	159,000.00	130,000.00	130,000.00	38.26%	44,000.00
WELL REPAIRS / IMPROVEMENTS	78,489.45	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
LEAK SURVEY SERVICES	5,950.00	6,000.00	6,500.00	6,500.00	6,500.00	6,500.00	8.33%	500.00
LABORATORY SERVICES	46,291.60	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	0.00%	-
WETLANDS MONITORING	337.60							-
LEGAL SERVICES	-	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DRUG AND ALCOHOL TESTING	400.00	700.00	700.00	700.00	700.00	700.00	0.00%	-
TRAINING & DEVELOPMENT	7,058.49	6,500.00	7,200.00	7,200.00	7,200.00	7,200.00	10.77%	700.00
ENGINEERING SERVICES	-	30,000.00	50,000.00	50,000.00	30,000.00	30,000.00	66.67%	20,000.00
CONTRACTED SERVICES	11,257.22	10,000.00	11,000.00	11,000.00	11,000.00	11,000.00	10.00%	1,000.00
POSTAGE	23,217.51	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	0.00%	-
TELEPHONE	4,185.82	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
ADVERTISING - LEGAL	1,760.46	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
CONSUMER AWARENESS	8,666.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	0.00%	-
GASOLINE	22,447.81	27,500.00	27,500.00	27,500.00	27,500.00	27,500.00	0.00%	-
OFFICE SUPPLIES	6,412.39	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
HARDWARE SUPPLIES	6,848.64	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
OFFICE EQUIPMENT	-	-	-	-	-	-		-
RESURFACE MATERIAL	6,862.20	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
WELL TREATMENT / CHEMICALS	255,673.22	350,000.00	325,000.00	325,000.00	325,000.00	325,000.00	-7.14%	(25,000.00)
PIPE & PIPE SUPPLIES	34,978.37	73,500.00	73,500.00	73,500.00	73,500.00	73,500.00	0.00%	-
METER REPLACEMENT	57,826.64	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
HYDRANT REPLACEMENTS	12,219.08	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
DEP ASSESSMENTS	5,025.93	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
MEETINGS & CONFERENCES	1,131.43	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	0.00%	-
DUES AND MEMBERSHIPS	1,958.98	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
STORMWATER UTILITY FEE	5,775.00	5,775.00	5,775.00	5,775.00	5,775.00	5,775.00	0.00%	-
APPROVED SPECIAL DEPT EXPENSES	27,000.00							-
XFER TO GF - DIRECT/INDIRECT COSTS	551,796.00	661,785.00	661,785.00	568,696.00	568,696.00	568,696.00	-14.07%	(93,089.00)
OPEB TRUST EXPENSE	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
ENCUMBRANCES	38,986.11							-
CATEGORY TOTAL	1,795,218.68	2,053,110.00	2,156,310.00	2,043,221.00	2,014,221.00	2,014,221.00	-0.48%	(9,889.00)

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
RESERVE FUND								
EMERGENCY RESERVE FUND TRANSFERS		250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-
CATEGORY TOTAL	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-
PRINCIPAL & INTEREST								
MWPAT FILTRATION 2 - PRINCIPAL	-							-
MWPAT FILTRATION 2 - INTEREST	-							-
MWPAT FEES	-							-
UPGRADE BYRNE AVE MAIN - PRINCIPAL	24,000.00							-
STEPINSKI LAND - PRINCIPAL	26,000.00							-
UPGRADE BYRNE AVE MAIN - INTEREST	720.00							-
STEPINSKI LAND - INTEREST	780.00							-
MWPAT FEES	704.90	617.00	527.00	527.00	436.00	342.00	-14.59%	(90.00)
WPAT PERCHLORATE CONTRACT 1 - PRINC	3,828.95	3,910.00	3,985.00	3,985.00	4,065.00	4,148.00	1.92%	75.00
WPAT PERCHLORATE CONTRACT 2 - PRINC	54,272.82	55,368.00	56,485.00	56,485.00	57,624.00	58,786.00	2.02%	1,117.00
WPAT PERCHLORATE CONTRACT 1 - INTEF	619.39	542.00	463.00	463.00	383.00	301.00	-14.58%	(79.00)
WPAT PERCHLORATE CONTRACT 2 - INTEF	8,779.32	7,683.00	6,564.00	6,564.00	5,423.00	4,259.00	-14.56%	(1,119.00)
WPAT 1 ADMIN PERC REMD	-							-
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	75,000.00	75,000.00	80,000.00	80,000.00	80,000.00	80,000.00	6.67%	5,000.00
GRANITEVILLE UPGRADE MAIN-INTEREST	22,537.50	21,038.00	19,350.00	19,350.00	17,550.00	15,750.00	-8.02%	(1,688.00)
RTE 110 UPGRADE MAIN-PRINCIPAL	25,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
RTE 110 UPGRADE MAIN-INTEREST	8,225.00	7,725.00	7,050.00	7,050.00	6,375.00	5,700.00	-8.74%	(675.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)-I	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
GRANITEVILLE MAIN (PATRIOT TO MAIN)-I	6,140.00	5,640.00	5,140.00	5,140.00	4,740.00	4,340.00	-8.87%	(500.00)
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
PLEASANT ST MAIN (ABBOT TO PINE)-INTEREST	7,675.00	7,050.00	6,425.00	6,425.00	5,925.00	5,425.00	-8.87%	(625.00)
KIRSI/DOUGLAS WATER MAIN - PRINCIPAL	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
KIRSI/DOUGLAS WATER MAIN - INTEREST	53,350.00	50,100.00	46,850.00	46,850.00	43,600.00	40,350.00	-6.49%	(3,250.00)
KIRSI/DOUGLAS WATER MAIN - INTEREST ON NOT	-							-
OAK HILL/PLAIN/MOORE RD - PRINCIPAL	72,500.00	223,250.00	217,963.00	217,963.00	212,675.00	207,388.00	-2.37%	(5,287.00)
OAK HILL/PLAIN/MOORE RD - INTEREST	-							-
OAK HILL/PLAIN/MOORE RD - INTEREST ON NOT	83,987.74							-
PROSPECT HILL WATER TANK - PRINCIPAL	115,000.00	115,000.00	115,000.00	115,000.00	115,000.00	115,000.00	0.00%	-
PROSPECT HILL WATER TANK - INTEREST	60,550.00	55,950.00	51,350.00	51,350.00	47,325.00	43,875.00	-8.22%	(4,600.00)
PROSPECT HILL WATER TANK - INTEREST ON NOT	-							-
GROTON/DUNSTABLE PRINCIPAL	35,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
GROTON/DUNSTABLE INTEREST	11,387.50	9,638.00	8,138.00	8,138.00	6,638.00	5,138.00	-15.56%	(1,500.00)
VINE BROOK PRINCIPAL	55,000.00	55,000.00	55,000.00	55,000.00	50,000.00	50,000.00	0.00%	-
VINE BROOK INTEREST	22,400.00	19,650.00	16,900.00	16,900.00	14,275.00	11,775.00	-13.99%	(2,750.00)
TOWN FARM RD TANK - PRINCIPAL	86,000.00	116,000.00	114,150.00	114,150.00	111,300.00	108,450.00	-1.59%	(1,850.00)
TOWN FARM RD TANK - INTEREST	-							-
TOWN FARM RD TANK - INTEREST ON NOT	39,447.26							-
SUBTOTAL - ISSUED BONDS	1,008,905.38	999,161.00	981,340.00	981,340.00	953,334.00	931,027.00	-1.78%	(17,821.00)

PRINCIPAL & INTEREST	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
BOSTON ROAD 12" WATER MAIN	-	80,000.00	200,000.00	200,000.00	195,000.00	190,000.00	150.00%	120,000.00
FRANCIS HILL TANK REHABILITATION	-	116,692.00	113,557.00	113,557.00	110,422.00	107,287.00	-2.69%	(3,135.00)
PFAS REMEDIATION FORGE VILLAGE & NU	-	44,000.00	110,000.00	110,000.00	332,514.00	864,000.00	150.00%	66,000.00
FORGE VILLAGE PUMP STATIONS 1&2 UPG	-	19,338.00	-	-	-	-	-100.00%	(19,338.00)
UPGRADE ULTRAVIOLET DISINFECTION S'	-	25,500.00	-	-	30,600.00	85,800.00	-100.00%	(25,500.00)
UPGRADE ULTRAVIOLET DISINFECTION S'	-	25,500.00	-	-	38,250.00	107,250.00	-100.00%	(25,500.00)
DEVELOP A NEW SOURCE	-	-	-	-	108,000.00	258,000.00	-	-
RESIDUAL STORAGE AT NUTTING RD WTP	-	-	-	-	31,050.00	85,675.00	-	-
12 NORTH MAIN STREET	-	-	-	-	-	26,675.00	-	-
8" BRIDGE STREET WATER MAIN (PINE RID	-	-	-	-	24,300.00	65,700.00	-	-
INTEREST ON SHORT-TERM DEBT	-	-	-	-	-	-	-	-
SUBTOTAL - NON-ISSUED BONDS	-	311,030.00	423,557.00	423,557.00	870,136.00	1,790,387.00	36.18%	112,527.00
CATEGORY TOTAL	1,008,905.38	1,310,191.00	1,404,897.00	1,404,897.00	1,823,470.00	2,721,414.00	7.23%	94,706.00
DEPARTMENT TOTAL	4,049,877.68	5,020,758.00	5,327,754.00	5,214,665.00	5,619,139.00	6,534,434.00	3.86%	193,907.00

Goals:

Business

- Maintain Accounts Receivables at 20 Days Sale Outstanding (DSO) or less.
- Maintain over 60 days old receivables at less than 15% of total receivables.
- Minimize liens through increased monthly collection efforts.
- Maintain user rates and fees at levels which provide an appropriate reserve.
- Replace and test 300 Residential 5/8" Meters.

Environmental Compliance/Regulatory

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Perform Leak Detection Survey on 50% of the Water Distribution.
- Continue with reduction of Disinfection By-Product Concentrations through process adjustments and distribution system analysis.
- Manage recently promulgated Federal Per and Polyfluoroalkyl Substances (PFAS) Primary Drinking Water Standards
- Develop and Conduct Emergency Response Planning Trainings.
- Create Standard Operating Procedures (SOPs) where needed, and supplement with staff training sessions.
- Maintain and develop sodium concentration database for wells and surface water bodies.
- Manage increased lead and copper sampling schedule.

Operations

- Inspect 1,100 fire hydrants twice per year and exercise 200 critical water distribution system gate valves per the Department's Flushing and Valve Maintenance Program.
- Repair 45 gate valve boxes and 20 curb boxes.
- Replace two - four fire hydrants through the Fire Hydrant Replacement Program.
- Paint 500 fire hydrants.
- Test all source meters for water auditing purposes.
- Clean and redevelop one or two Water Supply Wells.
- Replace high head service pumps at one treatment plant.
- Maintain Unaccounted for Water at less than 10%.
- Rehabilitate Forge I and II pump stations.
- Begin construction on two PFAS treatment plants.
- Investigate new drinking source.

Description of Changes:

- The **FY26 Operating & Maintenance** expense budget decreased by 0.48% from the FY25 budget. The direct and indirect costs are decreasing by \$93,089 due to changes in personnel and benefits. However, the savings is partially offset due to the need to replace critical equipment within the aging treatment plants and increased energy costs.
- The **FY26 Personnel Services** expenses increased by 7.75% due to the hiring of a GIS Coordinator, non-union obligations, and anticipated changes to the Communication Workers of America (CWA) contract.

Programs & Services:

In 2012, the Executive Office of Energy and Environmental Affairs (EEA) created the Sustainable Water Management Advisory Committee. This Committee, comprised of a wide range of stakeholders, and supported by staff from the Department of Environmental Protection (MassDEP), the Department of Fish and Game (DFG), and the Department of Conservation and Recreation (DCR), worked with the Water Management Act Advisory Committee and the Water Resources Commission to develop the Sustainable Water Management Initiative: Final Framework (SWMI). The framework created a groundwater and surface water withdrawal allocation program designed to satisfy the Commonwealth's water needs while recognizing ecological issues such as low streamflow, the overall biological health of the aquatic habitat, and the sustainability of our freshwater resources; which eventually led to revisions to the permitting regulations under the Water Management Act (WMA) Program.

The Town of Westford Water Department currently operates under the terms and conditions of a 20-Year Water Management Act Permit issued by MassDEP that was slated to expire in 2018. Based on the newly revised regulations of the Water Management Act and our most recent Draft Permit, we anticipate decreases in our total authorized withdrawal volume, as well as, the maximum authorized daily withdrawal from each of our

nine groundwater sources. Furthermore, we are expecting increases in performance standards for both Residential Gallons Per Capita Day Water Use (RGPCD) and Unaccounted-for-Water (UAW), demand management, water conservation requirements, and seasonal limitations on Nonessential Outdoor Water Use.

The Town, currently permitted to withdraw up to 2.44 million gallons per day (MGD), is likely to see its permitted allowance reduced to 1.79 MGD. Additionally, we expect that the allowable RCPGD use will be reduced from 80 to 65 gallons and UAW from 15% to 10%. The Town of Westford's total groundwater withdrawal in 2023 was 538.406 million gallons, which calculates to an average daily withdrawal of 1.48 million gallons per day. The residential gallons per capita day use was calculated to be 54 gallons and the system's unaccounted-for-water use was estimated to be 9.2% or 46.0 million gallons. Though we are operating within the anticipated permitted allowance and the performance standard for UAW, continued efforts will be required to reduce seasonal (summer) outdoor use to meet the new RGPCD requirement. As we have seen with newly released permits throughout the Commonwealth, it is expected that Westford will be required to limit nonessential water use through mandatory restrictions from May 1st through September 30th including restricting the irrigation of lawns via sprinklers or automatic irrigation systems to 1-2 days per week, depending on streamflow or drought conditions.

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

Renewals for Merrimack River Basin withdrawal permits have been delayed by MADEP several years, but the Westford Water Department anticipates the renewal process to move forward within calendar year 2025.

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipends	Total
Water Superintendent	1.0	EXEM	114,869.00	1,200.00	1,975.00	118,044.00
GIS Project Management Analyst	1.0	CWA	89,401.00	-	275.00	89,676.00
DPW Business Manager	0.6	NON	56,601.00			56,601.00
Records Supervisor	3.0	WPWA	239,661.00	3,850.00		243,511.00
Water Operations Manager	1.0	WPWA	106,302.00	2,200.00	2,525.00	111,027.00
Environmental Compliance Manager	1.0	WPWA	91,444.00	-	1,525.00	92,969.00
Water Foreman	2.0	WPWA	164,702.00	4,900.00	4,050.00	173,652.00
Water Laborer	6.0	WPWA	409,645.00	6,050.00	13,300.00	428,995.00
Seasonal Staff			17,136.00			17,136.00
Scheduled Overtime			71,696.00			71,696.00
Overtime - Non-Scheduled			40,000.00			40,000.00
On Call			31,200.00		-	31,200.00
Sick Leave / Vacation Buyback			2,040.00			2,040.00
Compensation Reserve			40,000.00			40,000.00
Total Personal Services	15.6		1,474,697.00	18,200.00	23,650.00	1,516,547.00

ORG	DESCRIPTION	FY26 % Allocation	FY26 TMgr Rec	FY26 Allocation TMgr Rec
INDIRECT COSTS				
123	TOWN MANAGER	2.31%	571,820	13,219
132	FINANCE DIRECTOR	2.31%	163,657	3,783
135	ACCOUNTING	2.31%	394,438	9,118
135	AUDIT SERVICES	2.31%	48,750	1,127
145	TREASURER/COLLECTOR - PERS SVCS	2.31%	296,464	6,854
152	HUMAN RESOURCES	1.90%	301,864	5,730
155	TECHNOLOGY-Personal Services	2.31%	385,491	8,912
155	TECHNOLOGY-Munis - Charged Directly	2.31%		0
	GENERAL INSURANCE:			
	Workers Compensation	3.61%	545,957	19,690
	Unemployment Compensation	1.90%	135,000	2,562
	Comprehensive Liability	6.31%	309,939	19,555
	Excess Umbrella Liability	1.91%	16,171	308
	Auto Liability	7.95%	67,649	5,380
	Public Officials Liability	0.00%	51,169	0
	General Liability Insurance	10.00%	72,091	7,209
	Total Indirect Costs			103,446
DIRECT COSTS				
	HEALTH INSURANCE ACTIVE EMPLOYEES	100.00%		157,035
	HEALTH INSURANCE RETIRED EMPLOYEES	100.00%		25,795
	LIFE INSURANCE ACTIVE EMPLOYEES	100.00%		181
	LIFE INSURANCE RETIRED EMPLOYEES	100.00%		27
	F.I.C.A. MEDICARE	100.00%		14,942
	RETIREMENT	3.89%	7,267,921	282,438
	LESS STORMWATER DIRECT/INDIRECT COSTS			(62,437)
	ADD DPW DIRECTOR	50.00%	167,671	83,836
	LESS DPW BUSINESS MANAGER	5.00%	(56,601)	(2,830)
	Total Direct Costs			498,987
	Less Adjustment Due to FY24 Actual Expenses			(7,915)
TOTAL FOR WATER ENTERPRISE				594,518
Direct and Indirect Budget				568,696
OPEB Trust				25,822

630 Recreation Enterprise

Mission Statement:

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

Goals:

- Continue to offer year-round affordable programs and services for the widely varied demographic in Westford.
- Continue to develop and enhance recreational opportunities for all generations.
- Develop relationships with community partners and leverage available resources to improve services and offset operating expenses.
- Continue to utilize the space in our facility (65 Main Street, 3rd floor) as well as the schools to support existing as well as new programming.

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 ensures that activities take place in well-maintained parks and facilities. The enterprise is supported through user fees with programs that are cost-effective and affordable. Please visit our website at www.westfordrec.com/info/default.aspx.

Examples of programming include:

- **Adult:** CPR/AED/First Aid, Tennis, and Pickleball.
- **Youth:** Nitehawks Fall Cross Country Track, Winter Indoor Track and Field, Spring Track and Field, Impact Speed & Agility with D.J. Brock, CPR/AED/First Aid, Youth Chess, Soccer Shots, and Adult and youth Archery.
- **Pre-school:** Soccer shots soccer program
- **Weekly Summer Programming:** During the summer, our department offers a variety of weekly programs for ages 4-13 that keep participants engaged, active, and entertained. Some of these programs include Kids Club, and Destination Exploration. Each of these programs has a variety of activities, including sports, fishing, swimming, swim lessons, arts and crafts, and field trips to name a few.
- **Westford Partnership for Children (WPC):** is an afterschool enrichment program for grades K-5 run by the Recreation Department, in partnership with the Westford Public Schools. WPC is offered in all six elementary schools. Programming begins at the close of school each day and runs through 6:00 pm. Each day is divided into three activity blocks, with a variety of activities including homework club, computers, STEM, sports & games, and arts & crafts. The WPC program offers exceptional quality, flexibility, and affordability to parents, and continues to be one of the most popular programs run by the department.

- **Special Programs:** the department provides full-day and full-week programs for grades K-8 during Westford Public School's parent conferences, professional development days, and December, February, and April school vacations. Events are educational and fun, and include a variety of activities, such as Maple Sugaring at Moose Hill Wildlife Sanctuary, APEX Entertainment Center, and the Museum of Natural History at Harvard University. This program is available to both residents and non-residents.
- **Beaches/Waterfront:** Edwards and Forge Beaches provide a recreational venue with beach front, swimming, and playgrounds for residents and non-residents to partake in during the summer season. Swim Instruction programs are offered during the summer, and Kids Club programming includes Fridays at Edwards Beach all summer long. During the season, non-residents are charged a daily fee for use of the facilities with the option for a seasonal beach pass. Beachfront views, picnic tables, and playgrounds are enjoyed during fall and spring.

Description of Changes:

For FY26, the total Recreation Enterprise budget is \$1,223,281

The Recreation Enterprise budget for FY26 is funded 100% with recreation program fees and retained earnings. There is no general fund subsidy supporting the operations in FY26 as enrollment in programming continues to increase from year to year. This is the first time the Recreation Enterprise will not have a general fund subsidy. In FY25, the subsidy was \$35,927.

The Recreation Enterprise budget funds the salaries of all Recreation Management and Administration, program staff, direct costs of employee benefits (Health, F.I.C.A., Medicare, Retirement), a portion of indirect costs for operational support from other town departments (Town Manager, Accounting, Audit Services, Finance Director, Treasurer/Collector, Human Resources, and Technology), Insurance (Worker's Compensation, Unemployment Compensation, Comprehensive Liability, Excess Umbrella Liability, Public Officials Liability, General Liability, Auto Liability), and all program related expenses.

The policy for direct and indirect costs requires the town to calculate the actual expenses incurred by each enterprise for the most recently completed fiscal year. That credit or additional charge is then applied to the following years' direct and indirect expense calculation. This figure will continue to fluctuate from year to year.

Personal Services:

The FY26 Personal Services line provides funding for the hourly, part-time staff who support three of our most significant programs: WPC After School Enrichment Program, and Summer Weekly programs, Kids Club and Destination Exploration. These important programs service over five hundred families in Westford and the surrounding communities. Whether it is for childcare purposes or social and emotional development, we pride ourselves in hiring professional, caring staff members who play an integral part in each child's growth and development.

Expenses:

The increase in Youth Expense and Adult expense line is offset by an associated increase in revenue in both of those categories. We are currently working on new programs that will bring in additional revenue.

The direct and indirect costs decreased by \$31,562 partly due to a decrease in the number of Recreation Enterprise enrolling on the town's health insurance plan. Also, a credit of \$47,339 was applied to this year's assessment based on the actual costs incurred by the enterprise during FY24.

It is critical that we remain true to the mission of the Recreation Department by supporting the community with relevant, safe, and affordable programming. Programs are designed to engage participants with activities that are enriching, inclusive, and fun, many utilizing Town of Westford resources, such as Public School facilities, East Boston Camps, and Edwards and Forge Beach.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	112,349.10	116,888.00	119,226.00	119,226.00	121,611.00	124,043.00	2.00%	2,338.00
ASSISTANT DIRECTOR	86,961.15	90,741.00	93,009.00	93,009.00	96,765.00	99,184.00	2.50%	2,268.00
OFFICE MANAGER	-	-	-	-	-	-	-	-
ADMIN ASSISTANT	64,950.60	61,681.00	61,681.00	61,681.00	61,681.00	61,681.00	0.00%	-
RECREATION SUPERVISOR/ASST	282,936.29	313,266.00	346,834.00	346,834.00	356,762.00	364,624.00	10.72%	33,568.00
CUSTODIAL SERVICES	-	6,120.00	4,230.00	4,230.00	4,230.00	4,230.00	-30.88%	(1,890.00)
OTHER RECREATION STAFF	265,682.53	285,000.00	285,000.00	285,000.00	285,000.00	285,000.00	0.00%	-
LONGEVITY	4,847.00	6,396.00	7,156.00	7,156.00	8,094.00	8,094.00	11.88%	760.00
CATEGORY TOTAL	817,726.67	880,092.00	917,136.00	917,136.00	934,143.00	946,856.00	4.21%	37,044.00
EXPENSES								
ELECTRICITY	674.60	353.00	725.00	725.00	750.00	775.00	105.38%	372.00
WATER	128.89	235.00	235.00	235.00	235.00	235.00	0.00%	-
BUILDING MAINTENANCE	-	-	-	-	-	-	-	-
VEHICLE MAINTENANCE	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
CONTRACTED SERVICES	4,815.00	-	6,000.00	6,000.00	6,000.00	6,000.00	-	6,000.00
PRINTING SERVICES	368.82	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
FIELD TRIPS	13,524.23	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
RECREATION SQUIRT EXPENSE	458.34	500.00	500.00	500.00	500.00	500.00	0.00%	-
RECREATION YOUTH EXPENSE	63,964.00	50,000.00	65,000.00	65,000.00	65,000.00	65,000.00	30.00%	15,000.00
RECREATION ADULT EXPENSE	12,682.00	10,000.00	13,000.00	13,000.00	13,000.00	13,000.00	30.00%	3,000.00
RECREATION WPC/REC CLUB EXP	6,354.60	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
RECREATION SUMMER WEEKLY EXP	12,724.17	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.00%	-
RECREATION WATERFRONT EXP	2,977.83	6,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-16.67%	(1,000.00)
RECREATION BROCHURE EXPENSE	8,490.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
GASOLINE	-	360.00	360.00	360.00	360.00	360.00	0.00%	-
OFFICE SUPPLIES	172.13	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OTHER RECREATION SUPPLIES	-	-	-	-	-	-	-	-
TRAVEL-MILEAGE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
MEETINGS & CONFERENCES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
DUES AND MEMBERSHIPS	300.00	275.00	475.00	475.00	475.00	475.00	72.73%	200.00
XFER TO GF - DIRECT/INDIRECT COSTS	241,048.00	186,412.00	186,412.00	154,850.00	154,850.00	154,850.00	-16.93%	(31,562.00)
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	368,682.61	314,135.00	337,707.00	306,145.00	306,170.00	306,195.00	-2.54%	(7,990.00)
DEPARTMENT TOTAL	1,186,409.28	1,194,227.00	1,254,843.00	1,223,281.00	1,240,313.00	1,253,051.00	2.43%	29,054.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	119,226.00	1,700.00	120,926.00
Asst. Director	1.0	OPEIU	93,009.00	1,200.00	94,209.00
Administrative Assistant	1.0	CWA	61,681.00	950.00	62,631.00
Rec Supervisor - Union	8.6	OPEIU	346,834.00	3,306.00	350,140.00
Other Recreation Staff		NON	285,000.00		285,000.00
Custodial Services			4,230.00		4,230.00
Total Personal Services	11.6		909,980.00	7,156.00	917,136.00

Other Metrics:

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

ORG	DESCRIPTION	FY26 % Allocation	FY26 TMR	FY26 Allocation TMR
INDIRECT COSTS				
123	TOWN MANAGER	0.84%	571,820	4,783
132	FINANCE DEPT	0.84%	163,657	1,369
135	ACCOUNTING	0.84%	342,053	2,861
135	AUDIT SERVICES	0.84%	48,750	408
145	TREASURER/COLLECTOR - PERS SVCS	0.84%	296,464	2,480
152	HUMAN RESOURCES	1.15%	301,864	3,465
155	TECHNOLOGY-Personal Services	0.84%	385,491	3,225
	GENERAL INSURANCE:			
	Workers Compensation	3.32%	545,957	18,113
	Unemployment Compensation	1.15%	135,000	1,550
	Comprehensive Liability	1.21%	309,939	3,753
	Excess Umbrella Liability	1.20%	16,171	194
	Auto Liability	3.12%	67,649	2,112
	Public Officials Liability	0.00%	51,169	0
	General Liability Insurance	0.00%	72,091	0
	SUBTOTAL			44,312
DIRECT COSTS				
	HEALTH/LIFE INSURANCE	100.00%		57,565
	F.I.C.A. MEDICARE	1.45%		10,730
	RETIREMENT	1.67%	7,267,921	121,417
	RECREATION SALARY	-15.00%	119,226	(17,884)
	ASST RECREATION DIRECTOR SALARY	-15.00%	93,009	(13,951)
	SUBTOTAL			157,878
	FY26 ASSESSMENT			202,189
	FY24 Adjustment Based on Actual Expenses			(47,339)
TOTAL FOR RECREATION ENTERPRISE				154,850

640 Ambulance Enterprise

Mission Statement:

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

Goals:

- To work with the emergency physicians and senior paramedics to assess training needs to keep skills proficient, and to train responders on new equipment and procedures.
- Ongoing review of ALS billing agreements with neighboring communities.
- Work with our billing company to ensure our billing system is efficient and adjust as necessary.
- To develop an in-house training program by looking at new training and tracking software that conforms to the National Registry of EMTs Continuing Education requirements.
- Continue to evaluate the need for a full-time EMS Coordinator.
- Continue to look at efficiencies, such as other funding opportunities and/or contract extension agreements with vendors.

Description of Changes:

In developing our budget, we considered the strategic outcome of responsive and responsible town government. All increases in Personal Services are represented by contractual obligations such as uniform allowances, and personnel who have obtained or are seeking additional education and certification. There are no cost-of-living increases for the firefighters because the collective bargaining agreement expired in FY24. The increase in Overtime is to assist in the ability to maintain shifts with staffing of 10 employees, four of which being paramedics. There was a decrease in education, longevity, and holiday pay due to some of our more senior firefighters retiring. The increase in electricity and natural gas is due to the increase in the contractual unit cost. There was also a rate increase for Town Water. The increase in contracted services was due to ambulance enterprise absorbing the Zoll PCR software cost from the IT Department. The increase in Vehicle Parts, Accessories, Vehicle Tires and Tubes is due to an increase in both parts and labor. The increase in Health/Medical supplies and oxygen is based on anticipation of an increase in price and call volume. The direct and indirect costs decreased from \$460,562 in FY25 to \$370,483 in FY26.

Due to turnover in the department, several firefighters were promoted and the nine firefighter/paramedics assigned to the ambulance enterprise were lower on the step scale and had different benefits. This resulted in a decrease of \$36,917 in health insurance, Medicare, and the Retirement assessment in FY26. The FY25 assessment also included an adjustment of \$36,560 based on the FY23 actual direct costs. The adjustment for the FY24 was only \$873, which resulted in a decrease of \$35,687 to the FY26 assessment.

Programs & Services:

The Fire department provides around-the-clock ALS (advanced life support) care. 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	Education	Holiday Pay	Total
Paramedic	9.0	IAFF	670,765.00	4,950.00	3,200.00	33,410.00	712,325.00
Overtime			186,000.00				186,000.00
Holiday Overtime			12,354.00				12,354.00
Training Wages			36,500.00				36,500.00
Total Personal Services	9.0		905,619.00	4,950.00	3,200.00	33,410.00	947,179.00

Other Metrics: Requests for medical aid continues to be the largest service delivery for the department. In FY23, medical emergencies accounted for 69% of the department’s responses. The department provided medical transport to a total of 1,853 patients from 2,508 calls for emergency response. This represents an 11.8% increase from FY23. On average the department responds to 209 medical emergencies per month. In FY24, the department generated \$1,226,793 in revenue versus \$1,091,218 in revenue in FY23 for the Ambulance Enterprise Fund through a third-party billing company for ambulance services. 60.8% of ambulance revenue is collected from federal government insurances and is based on a predetermined fee schedule.

	BILLABLE CALLS	ALS	ALS2	BLS	REVENUE
FY23	1,657	1,028	4	625	\$1,091,218
FY24	1,853	1,233	12	608	\$1,226,793

	Medicare	Medicaid	Commercial	Other
FY23	54.0%	6.7%	34.2%	5.1%
FY24	53.0%	7.8%	12.0%	27.0%

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
FIREFIGHTERS	687,897.79	698,148.00	670,765.00	670,765.00	676,816.00	683,021.00	-3.92%	(27,383.00)
CALL EMTS	-	-	-	-	-	-		-
OVERTIME	183,001.02	180,000.00	186,000.00	186,000.00	186,000.00	186,000.00	3.33%	6,000.00
HOLIDAY OVERTIME	11,028.29	12,350.00	12,354.00	12,354.00	12,354.00	12,354.00	0.03%	4.00
TRAINING	31,121.70	36,500.00	36,500.00	36,500.00	36,500.00	36,500.00	0.00%	-
EDUCATION INCENTIVE PAY	15,387.24	20,185.00	3,200.00	3,200.00	3,200.00	3,200.00	-84.15%	(16,985.00)
HOLIDAY PAY	31,635.63	34,774.00	33,410.00	33,410.00	33,712.00	34,021.00	-3.92%	(1,364.00)
LONGEVITY	5,300.00	6,400.00	4,950.00	4,950.00	4,950.00	5,450.00	-22.66%	(1,450.00)
CATEGORY TOTAL	965,371.67	988,357.00	947,179.00	947,179.00	953,532.00	960,546.00	-4.17%	(41,178.00)
EXPENSES								
UNIFORM ALLOWANCE	11,125.27	10,800.00	12,000.00	12,000.00	12,000.00	12,000.00	11.11%	1,200.00
ELECTRICITY	6,127.58	7,000.00	7,500.00	7,500.00	7,500.00	7,500.00	7.14%	500.00
NATURAL GAS	13,574.17	11,024.00	14,000.00	14,000.00	14,000.00	14,000.00	27.00%	2,976.00
WATER	2,194.36	2,048.00	2,300.00	2,300.00	2,300.00	2,300.00	12.30%	252.00
BUILDING MAINTENANCE	626.19	2,500.00	2,000.00	2,000.00	2,000.00	2,000.00	-20.00%	(500.00)
VEHICLE MAINTENANCE	9,845.24	7,500.00	10,500.00	10,500.00	10,500.00	10,500.00	40.00%	3,000.00
EQUIPMENT MAINTENANCE	4,853.96	12,500.00	11,500.00	11,500.00	11,500.00	11,500.00	-8.00%	(1,000.00)
COMMUNICATION EQUIPMENT MAINTENA	-	1,500.00	1,000.00	1,000.00	1,000.00	1,000.00	-33.33%	(500.00)
TRAINING & DEVELOPMENT	7,085.05	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
CONTRACTED SERVICES	66,431.25	58,000.00	68,000.00	68,000.00	68,000.00	68,000.00	17.24%	10,000.00
POSTAGE	-	350.00	150.00	150.00	150.00	150.00	-57.14%	(200.00)
PRINTING SERVICES	381.24	450.00	425.00	425.00	425.00	425.00	-5.56%	(25.00)
GASOLINE	14,395.00	19,000.00	17,500.00	17,500.00	17,500.00	17,500.00	-7.89%	(1,500.00)
OFFICE SUPPLIES	46.33	500.00	300.00	300.00	300.00	300.00	-40.00%	(200.00)
CUSTODIAL/CLEANING SUPPLIES	1,336.28	1,550.00	1,500.00	1,500.00	1,500.00	1,500.00	-3.23%	(50.00)
VEHICULAR PARTS & ACCESSORIES	3,170.48	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.00%	-
VEHICULAR TIRES & TUBES	2,582.12	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
HEALTH / MEDICAL SUPPLIES	69,109.11	70,500.00	75,000.00	75,000.00	75,000.00	75,000.00	6.38%	4,500.00
OXYGEN	2,860.50	2,300.00	3,200.00	3,200.00	3,200.00	3,200.00	39.13%	900.00
HEALTH EQUIPMENT	-	-	-	-	-	-		-
MEETINGS & CONFERENCES	60.06	500.00	300.00	300.00	300.00	300.00	-40.00%	(200.00)
DUES & MEMBERSHIPS	10,954.88	5,500.00	11,500.00	11,500.00	11,500.00	11,500.00	109.09%	6,000.00
XFER TO GF - DIRECT/INDIRECT COSTS	304,456.00	460,562.00	460,562.00	370,483.00	370,483.00	370,483.00	-19.56%	(90,079.00)
ENCUMBRANCES	2,076.62	-	-	-	-	-		-
CATEGORY TOTAL	533,291.69	698,084.00	723,237.00	633,158.00	633,158.00	633,158.00	-9.30%	(64,926.00)
DEPARTMENT TOTAL	1,498,663.36	1,686,441.00	1,670,416.00	1,580,337.00	1,586,690.00	1,593,704.00	-6.29%	(106,104.00)

ORG	DESCRIPTION	FY26 % Allocation	FY26 TMR	FY26 Allocation TMR
INDIRECT COST				
123	TOWN MANAGER	0.95%	571,820	5,416
132	FINANCE DIRECTOR	0.95%	163,657	1,550
135	ACCOUNTING	0.95%	394,438	3,736
135	AUDIT SERVICES	0.95%	48,750	462
145	TREASURER/COLLECTOR - PERS SVCS	0.95%	296,464	2,808
152	HUMAN RESOURCES	1.19%	301,864	3,578
155	TECHNOLOGY-Personal Services	0.95%	385,491	3,652
220	FIRE ADMIN/CLERICAL	0.95%	457,362	4,332
945	GENERAL INSURANCE			
	Workers Compensation	0.00%	545,957	0
	Unemployment Compensation	1.19%	135,000	1,600
	Comprehensive Liability	0.95%	309,939	2,936
	Excess Umbrella Liability	0.95%	16,171	153
	Auto Liability	0.95%	67,649	641
	Public Officials Liability	1.19%	51,169	607
	Police & Fire Liability	9.68%	88,956	8,609
	General Liability Insurance	0.95%	72,091	683
	Total Indirect Costs			40,764
DIRECT COST				
	HEALTH/LIFE INSURANCE	100.00%		148,719
	F.I.C.A. MEDICARE	1.45%		11,126
	RETIREMENT	2.33%	7,267,921	169,000
	Total Direct Costs			328,846
	FY24 Adjustment Based on Actual Expenses			873
TOTAL FOR AMBULANCE ENTERPRISE				370,483

650 Stormwater Enterprise

Mission Statement:

It is the mission of the Stormwater Enterprise to adhere to a cost-effective approach to addressing drainage infrastructure needs while considering local, state and federal water quality initiatives to protect our valuable water resources now and for future generations.

Goals:

- Complete the migration to UBCIS Munis software as a permanent billing solution.
- Process all billing adjustment and credit applications and assist the Stormwater Fee Appeals Panel with formal appeals.
- Continue culvert replacement program based on the results of the town-wide culvert assessment study.
- Include improved stormwater management best practices as part of infrastructure related construction projects.
- Continue catchment investigations associated with town owned drainage outfalls to meet MS4 Permit obligations.
- Comply with Year 7 requirements of EPA's NPDES Municipal Separate Storm Sewer System (MS4) permit.
- Perform review of the program from inception to current and provide update with recommendations to the Select Board.

Description of Changes:

- Overall, the FY26 budget increases by \$155,987 or 10.96% from FY25. The bulk of the increase, \$139,688, in the Stormwater budget is due to the addition of debt payments for various infrastructure projects including the construction of the Pond Brook and Blue Brook culverts and design and construction of the 185 North Main Street project.
- **Personnel Services** expenses decreased by \$893 or 0.74% from the prior fiscal year due to the reduction in pay for the new staff engineer from the previous budget amount.
- **Expenses** increased by \$24,419 or 2.49% from the FY25 budget because of adjustments to several line items to reflect the actual costs realized over the first five years of the Stormwater Enterprise.

Programs & Services:

Introduction

Our town maintains a drainage system valued at over \$150,000,000. The drainage system carries water from roads and properties back to the waterways that provide our drinking water throughout Westford. The Environmental Protection Agency (EPA) has increased stormwater management requirements across the country with the goal of protecting and improving water resources. A Stormwater Master Plan was

completed in 2017 for Westford and provided information to allow us to properly plan for, and comply with EPA regulations, through operational, maintenance, and capital improvements to our stormwater management systems.

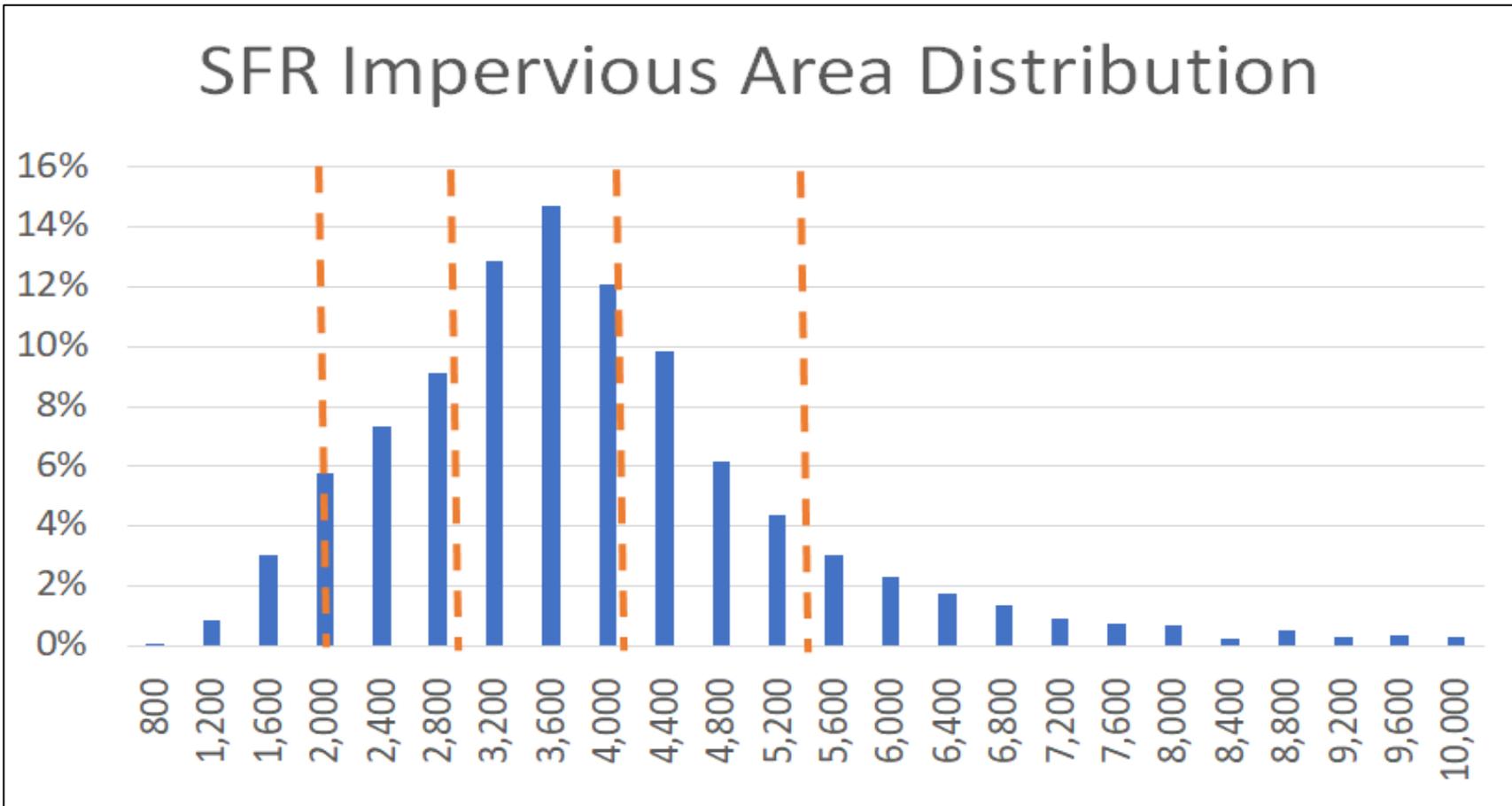
Revenue Requirements

The Stormwater Master Plan provided detailed information about our existing infrastructure and made recommendations for supporting a Stormwater Management Plan. Three levels of service were modeled; minimum, protective and advanced. The Select Board agreed that the protective level of service is the right choice for Westford. The protective level of service provides funding for compliance with EPA and DEP regulations through a program to repair and replace aging infrastructure. Prior to FY21 the town spent approximately \$600,000 per year on stormwater management related activities. To move to a protective level of service, the cost was projected to be approximately \$1,000,000 more per year for Fiscal Years 21 – 23 based on our budget projections.

Funding Solution

In August of 2019, the Select Board established a Stormwater Utility Fee in accordance with MGL CH 83:16 (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleXIV/Chapter83/Section16>) and the first stormwater bills were mailed out in early FY21. The fee is based upon impervious surface area, broken down into five tiers for Single Family Residential (SFR) properties. The middle tier represents the most common sized impervious surface area for SFR properties, and is used to establish one unit, called an Equivalent Residential Unit (ERU). Non-single-family residential properties are charged a fee of \$75.00 per ERU, based upon the size of impervious surface area on their property. Bills are issued in one mailing containing two bill stubs, allowing the option to pay upon receipt or bi-annually.

SFR Properties Impervious Square Footage	Proportion in Tier	Yearly Fee	ERU
Tier 1: <2,000 Square Feet	10%	\$ 37.50	0.5
Tier 2: >2,000 to <=2,900	19%	\$ 52.50	0.7
Tier 3: >2,900 to <=4,100	40%	\$ 75.00	1.0
Tier 4: >4,100 to <=5,500	20%	\$ 97.50	1.3
Tier 5: >5,500 Square Feet	11%	\$150.00	2.0



A parcel lookup tool as well as other stormwater billing information is available on the town’s website at <https://www.westfordma.gov/1351/Stormwater-Billing>. The parcel lookup tool allows you to view details on your property’s impervious surface area and calculated stormwater fee.

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PERSONAL SERVICES								
STAFF ENGINEER	-	84,897.00	81,600.00	81,600.00	83,232.00	84,897.00	-3.88%	(3,297.00)
ADMINISTRATIVE ASSISTANT	-	-	-	-	-	-	-	-
EQUIPMENT OPERATORS / LABORERS	29,744.00	30,197.00	32,301.00	32,301.00	33,502.00	33,502.00	6.97%	2,104.00
OTHER OVERTIME	4,168.91	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
DEPARTMENTAL STIPENDS	-	-	-	-	-	-	-	-
LONGEVITY	-	-	-	-	-	-	-	-
SICK LEAVE/VACATION BUYBACK	-	-	300.00	300.00	300.00	300.00	-	300.00
CATEGORY TOTAL	33,912.91	120,094.00	119,201.00	119,201.00	122,034.00	123,699.00	-0.74%	(893.00)
EXPENSES								
SPECIAL DETAILS	13,974.49	11,000.00	14,000.00	14,000.00	14,000.00	14,000.00	27.27%	3,000.00
VEHICLE MAINTENANCE	35.00	27,000.00	10,000.00	10,000.00	10,000.00	10,000.00	-62.96%	(17,000.00)
EQUIPMENT MAINTENANCE	-	1,260.00	5,000.00	5,000.00	5,000.00	5,000.00	296.83%	3,740.00
IT MAINTENANCE SUPPORT	18,122.99	21,899.00	27,000.00	27,000.00	27,000.00	27,000.00	23.29%	5,101.00
DRAINAGE MAINTENANCE	35,939.95	34,000.00	35,000.00	35,000.00	35,000.00	35,000.00	2.94%	1,000.00
DRAINAGE INVESTIGATION	45,500.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
CATCH BASIN CLEANING	66,510.79	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.00%	-
STREET SWEEPING	50,399.80	61,000.00	55,000.00	55,000.00	57,000.00	59,000.00	-9.84%	(6,000.00)
STREET WASTE DISPOSAL SERV	29,260.66	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
TESTING / WATER QUALITY SERV	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
PIPE MONITORING	-	10,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-50.00%	(5,000.00)
ENGINEERING SERVICES	4,800.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MS4 GENERAL PERMIT COMPLIANCE	39,900.00	43,500.00	45,000.00	45,000.00	45,000.00	45,000.00	3.45%	1,500.00
MS4 CORRECTIVE ACTIONS	-	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
CONTRACTED SERVICES	36,661.56	10,802.00	20,000.00	20,000.00	20,000.00	20,000.00	85.15%	9,198.00
FEE CONSULTING SERVICES	1,500.00	9,000.00	2,000.00	2,000.00	2,000.00	2,000.00	-77.78%	(7,000.00)
POSTAGE AND PRINTING EXPENSE	4,880.26	8,000.00	6,000.00	6,000.00	6,000.00	6,000.00	-25.00%	(2,000.00)
ADVERTISING-GENERAL	-	-	-	-	-	-	-	-
DIESEL FUEL/GAS	-	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
SOFTWARE SERVICES	-	2,500.00	500.00	500.00	500.00	500.00	-80.00%	(2,000.00)
XFER TO GF - DIRECT/INDIRECT COSTS	535,535.00	553,159.00	553,159.00	593,039.00	593,039.00	593,039.00	7.21%	39,880.00
ENCUMBRANCES	-	-	-	-	-	-	-	-
CATEGORY TOTAL	883,020.50	982,620.00	967,159.00	1,007,039.00	1,009,039.00	1,011,039.00	2.49%	24,419.00

DESCRIPTION	FISCAL 2024 ACTUAL	FISCAL 2025 BUDGET	FISCAL 2026 REQUEST	FISCAL 2026 TMR	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED	FISCAL 2026 % INC/DEC	FISCAL 2026 \$ INC/DEC
PRINCIPAL & INTEREST								
POND BROOK & BLUE BROOK CULVERT DI	-		25,000.00	25,000.00	25,000.00	25,000.00		25,000.00
POND BROOK & BLUE BROOK CULVERT DI	-		18,063.00	18,063.00	17,000.00	15,938.00		18,063.00
POND BROOK & BLUE BROOK CULVERT DI	-							-
OAK HILL/PLAIN/MOORE RD - PRINCIPAL	62,500.00	101,000.00	101,000.00	101,000.00	101,000.00	101,000.00	0.00%	-
OAK HILL/PLAIN/MOORE RD - INTEREST	-	80,800.00	76,760.00	76,760.00	72,720.00	68,680.00	-5.00%	(4,040.00)
OAK HILL/PLAIN/MOORE RD - INTEREST OI	72,403.22							-
POND BROOK & BLUE BROOK CULVERT C	-	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.00%	-
POND BROOK & BLUE BROOK CULVERT C	-	63,750.00	60,563.00	60,563.00	57,375.00	54,188.00	-5.00%	(3,187.00)
POND BROOK & BLUE BROOK CULVERT C	17,833.30							-
185 N MAIN CULVERT DESIGN PRINCIPAL C	30,000.00		25,000.00	25,000.00	25,000.00	25,000.00		25,000.00
185 N MAIN CULVERT DESIGN INTEREST O	-		19,125.00	19,125.00	18,063.00	17,000.00		19,125.00
185 N MAIN CULVERT DESIGN INTEREST O	17,833.30							-
SUBTOTAL - ISSUED BONDS	200,569.82	320,550.00	400,511.00	400,511.00	391,158.00	381,806.00	24.94%	79,961.00
185 N MAIN CULVERT CONSTRUCTION PRI	-				87,500.00	87,500.00		-
3 CULVERT CONSTRUCTION NO.MAIN, FOR	-		52,500.00	52,500.00	70,656.00	70,656.00		52,500.00
INTEREST ON SHORT-TERM DEBT	-							-
SUBTOTAL - NON-ISSUED BONDS	-	-	52,500.00	52,500.00	158,156.00	158,156.00		52,500.00
CATEGORY TOTAL	200,569.82	320,550.00	453,011.00	453,011.00	549,314.00	539,962.00	41.32%	132,461.00
DEPARTMENT TOTAL	1,117,503.23	1,423,264.00	1,539,371.00	1,579,251.00	1,680,387.00	1,674,700.00	10.96%	155,987.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Staff Engineer	1.0	EXEM	81,600.00	-	81,600.00
Heavy Equipment Operator	0.5	WPWA	32,301.00	300.00	32,601.00
Other Overtime			5,000.00	-	5,000.00
Total Personal Services	1.5		118,901.00	300.00	119,201.00

ORG	DESCRIPTION	FY26 % Allocation	FY26 TMR	FY26 Allocation TMR
INDIRECT COSTS				
123	TOWN MANAGER	0.67%	571,820	3,843
132	FINANCE DEPT	0.67%	163,657	1,100
135	ACCOUNTING	0.67%	342,053	2,299
135	AUDIT SERVICES	0.67%	48,750	328
145	TREASURER/COLLECTOR - PERS SVCS	0.67%	296,464	1,993
152	HUMAN RESOURCES	0.53%	301,864	1,598
155	TECHNOLOGY-Personal Services	0.67%	385,491	2,591
	Workers Compensation	0.53%	545,957	2,891
	Unemployment Compensation	0.53%	135,000	715
	Comprehensive Liability	0.67%	309,939	2,083
	Excess Umbrella Liability	0.67%	16,171	109
	Auto Liability	0.67%	67,649	455
	Public Officials Liability	0.67%	51,169	344
	General Liability Insurance	0.67%	72,091	485
SUBTOTAL				20,832
DIRECT COSTS				
	HEALTH/LIFE INSURANCE	100.00%		40,977
	F.I.C.A. MEDICARE	1.45%		4,827
	RETIREMENT	1.25%	7,267,921	91,207
	ASSISTANT TOWN MANAGER	2.00%	141,494	2,830
	TREASURER COLLECTOR	2.00%	135,941	2,719
	DPW DIRECTOR	15.00%	164,383	24,657
	DPW BUSINESS MANAGER	15.00%	72,138	10,821
	GIS COORDINATOR	15.00%	93,303	13,995
	TOWN ENGINEER	20.00%	137,640	27,528
	ASSISTANT TOWN ENGINEER	20.00%	117,934	23,587
	ASSISTANT DPW DIRECTOR	15.00%	139,541	20,931
	OPERATIONS SUPERVISOR	15.00%	94,030	14,104
	CREW SUPERVISOR	15.00%	222,569	33,385
	CRAFTSMAN	15.00%	75,515	11,327
	HVY EQUIP. OPERATOR	15.00%	569,810	85,471
	DEBT SERVICE - MAIN STREET RECONSTRUCTION		90,657	90,657
SUBTOTAL				499,025
FY26 ASSESSMENT				519,857
FY24 Adjustment Based on Actual Expenses				10,745
TOTAL FOR STORMWATER ENTERPRISE				530,602

ORG	DESCRIPTION	FY26 % Allocation	FY26 TMR	FY26 Allocation TMR
INDIRECT COSTS				
123	TOWN MANAGER	0.00%	571,820	0
132	FINANCE DEPT	0.00%	163,657	0
135	ACCOUNTING	0.00%	342,053	0
135	AUDIT SERVICES	0.00%	48,750	0
145	TREASURER/COLLECTOR - PERS SVCS	0.00%	296,464	0
152	HUMAN RESOURCES	0.00%	301,864	0
155	TECHNOLOGY-Personal Services	0.00%	385,491	0
	Workers Compensation	0.00%	545,957	0
	Unemployment Compensation	0.00%	135,000	0
	Comprehensive Liability	0.00%	309,939	0
	Excess Umbrella Liability	0.00%	16,171	0
	Auto Liability	0.00%	67,649	0
	Public Officials Liability	0.00%	51,169	0
	General Liability Insurance	0.00%	72,091	0
SUBTOTAL				0
DIRECT COSTS				
	HEALTH/LIFE INSURANCE	100.00%		13,522
	F.I.C.A. MEDICARE	1.45%		698
	RETIREMENT	0.00%	7,267,921	0
	WATER SUPERINTENDENT	5.00%	113,816	5,245
	ENVIRONMENTAL COMPLIANCE MGR	5.00%	89,651	4,080
	GIS PROJECT MANAGEMENT ANALYST	20.00%	79,819	13,796
	RECORDS SUPERVISOR	20.00%	80,837	13,274
	RECORDS SUPERVISOR	40.00%	80,587	24,628
SUBTOTAL				75,243
FY26 ASSESSMENT				75,243
FY24 Adjustment Based on Actual Expenses				(12,806)
TOTAL FOR STORMWATER ENTERPRISE				62,437

Conclusion

We would like to take this opportunity to thank our staff, board and committee members, and our residents for participating in our FY26 budget process. This budget has been developed under the framework of the [FY26 Financial Policy](#), the draft [Strategic Plan](#) and the recommendations of the [Budget Task Force](#). Additionally, it has been shaped by the fiscal climate that we are currently faced with.

How the Public Can Stay Involved:

- Attend the Select Board and Finance Committee meeting on December 10th for the initial FY26 budget presentation
- Attend the virtual Finance Committee Budget Hearings from January 9 to January 30, 2025.
- Sign up for meeting agendas at: <https://www.westfordma.gov/list.aspx>
- Monitor www.westfordma.gov and visit the “Budget” and “Town Meeting” pages for information regarding the budget process and supporting material
- Email the Town Manager and/or Select Board with questions or concerns: klas@westfordma.gov
- See the videos recorded by town committee and staff
- Attend Town Meeting on March 22, 2025 at 9 AM at Westford Academy

This document will be updated periodically as more information becomes available and changes are made. Again, please visit the town’s website at www.westfordma.gov for more information related to the budget and other documents related to our [March 22, 2025 Annual Town Meeting](#).