

June 11, 2022

# Fiscal Years 2023-2025

## Town of Westford Budget



Jodi Ross

Town of Westford

Fiscal Years 2023-2025

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## SELECT BOARD FISCAL YEAR 2023 BUDGET POLICY DIRECTION

The Town Manager will prepare the FY23 operating budget and a three-year projection of expenses and revenue. The FY23 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 FY23 revenue and excess Free Cash, if any, is insufficient for that purpose, then identify options for specific expense reductions and/or new revenue sources to balance expenses with funding.
- Allocate a minimum of \$1.5M for capital expenses, from Free Cash if possible, in keeping with past practice. If less than \$1.5M is recommended for capital expenses in FY22, 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.
- Consider Select Board and School Committee requests from Town and School Safety Task Force recommendations. Analyze possible funding to meet those requests if feasible.
- Evaluate moving to a partially self-funded health insurance plan and determine the impact on our FY22 and FY23 budget.
- In the event that the above conditions are met and available funds remain, the Town Manager will meet with department heads and the Superintendent of Schools to identify and prioritize unfilled departmental needs, other capital requirements, or other town necessities and make a recommendation to the Select Board, Finance Committee, and School Committee.

### Budget Summary

	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2023	FISCAL 2023
	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<i>APPROPRIATION SUMMARY</i>								
GENERAL GOVERNMENT	3,878,968.66	4,342,567.00	4,817,931.00	4,753,735.00	5,196,447.00	5,488,334.00	9.47%	411,168.00
PUBLIC SAFETY	10,711,048.82	11,441,497.00	11,791,059.00	11,673,063.00	12,138,768.00	12,206,253.00	2.02%	231,566.00
EDUCATION	61,456,399.12	63,421,288.00	65,482,795.00	65,256,897.00	66,558,797.00	67,886,679.00	2.89%	1,835,609.00
PUBLIC WORKS	5,194,450.59	5,542,265.00	5,833,294.00	5,664,794.00	5,868,519.00	5,979,142.00	2.21%	122,529.00
HEALTH & HUMAN SERVICES	1,004,656.54	1,171,203.00	1,221,804.00	1,189,970.00	1,253,647.00	1,270,897.00	1.60%	18,767.00
CULTURE & RECREATION	1,935,192.33	2,109,612.00	2,181,175.00	2,177,475.00	2,206,822.00	2,232,651.00	3.22%	67,863.00
DEBT SERVICE	5,856,913.54	6,164,354.00	6,272,642.00	6,272,642.00	4,785,814.00	4,569,195.00	1.76%	108,288.00
UNCLASSIFIED	17,964,295.80	19,148,741.00	20,883,798.00	19,777,638.00	21,500,836.00	23,166,698.00	3.28%	628,897.00
COMMUNITY PRESERVATION FUND	800,752.70	835,406.00	1,079,350.00	1,079,350.00	1,166,128.00	1,160,915.00	29.20%	243,944.00
WATER ENTERPRISE FUND	3,991,203.43	4,685,497.00	4,646,100.00	4,639,225.00	4,397,183.00	4,632,989.00	-0.99%	(46,272.00)
RECREATION ENTERPRISE FUND	761,844.91	1,429,996.00	1,356,805.00	1,356,805.00	1,407,577.00	1,458,320.00	-5.12%	(73,191.00)
AMBULANCE ENTERPRISE FUND	1,265,480.30	1,541,213.00	1,467,194.00	1,464,944.00	1,501,755.00	1,516,660.00	-4.95%	(76,269.00)
STORMWATER ENTERPRISE FUND	818,241.47	1,209,662.00	1,262,732.00	1,262,732.00	1,483,516.00	1,613,386.00	4.39%	53,070.00
<b>TOTAL ARTICLE</b>	<b>115,639,448.21</b>	<b>123,043,301.00</b>	<b>128,296,679.00</b>	<b>126,569,270.00</b>	<b>129,465,809.00</b>	<b>133,182,119.00</b>	<b>2.87%</b>	<b>3,525,969.00</b>

## 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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
CONTRACTUAL CLERICAL SERVICES	5,180.00	5,180.00	5,180.00	5,180.00	5,180.00	5,180.00	0.00%	-
ADVERTISING-LEGAL	414.52	500.00	500.00	500.00	500.00	500.00	0.00%	-
OTHER CHARGES AND EXPENSES	57.50	-	-	-	-	-		-
DUES & MEMBERSHIPS	5,616.00	5,693.00	6,150.00	6,150.00	6,150.00	6,150.00	8.03%	457.00
NMCOG MEMBERSHIP	7,115.58	7,235.00	7,476.00	7,476.00	7,701.00	7,933.00	3.33%	241.00
COMMUNITY INITIATIVES	263.70	1,000.00	7,000.00	7,000.00	7,000.00	7,000.00	600.00%	6,000.00
ENCUMBRANCES	2,700.00							-
<b>CATEGORY TOTAL</b>	<b>21,347.30</b>	<b>19,608.00</b>	<b>26,306.00</b>	<b>26,306.00</b>	<b>26,531.00</b>	<b>26,763.00</b>	<b>34.16%</b>	<b>6,698.00</b>
<b>DEPARTMENT TOTAL</b>	<b>21,347.30</b>	<b>19,608.00</b>	<b>26,306.00</b>	<b>26,306.00</b>	<b>26,531.00</b>	<b>26,763.00</b>	<b>34.16%</b>	<b>6,698.00</b>

#### Description of Changes:

The overall budget was increased by \$6,698. Funding for the Annual Town Strategic Planning Event was removed from the Community Initiatives budget during the COVID-19 pandemic, and the Select Board plans to continue the event in FY23. The Dues and Memberships budget increased by \$457 and the NMCOG membership increased by \$241.

**Programs & Services:**

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

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

**Elected Select Board:**

Andrea Peraner-Sweet, Chair

G. Thomas Clay, Vice Chair

John H. Cunningham, Clerk

J. Scott Hazelton

Anita Tonakarn-Nguyen

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 Senior, Low-Income & Disabled Tax Relief Committee)

## 123 Town Manager

### Mission Statement:

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

**Goals:** The Select Board approved the following Select Board/Town Manager Goals on November 9, 2021:

1. Adhere to the Select Board Fiscal Year 2023 Budget Policy Direction.
2. Allocate town resources to respond to increasing demands for town services as a result of new growth from recent housing developments and associated residential impact.
3. Provide town departmental support to the newly created Diversity, Equity, and Inclusion Committee. Support the committee seek any available grant funding to assist equity assessment efforts.
4. Support the Town and School Safety Task Force's charge by supporting solicitation of broad community input to develop specific safety and wellness recommendations. Bring these recommendations to Select Board and School Committee for their consideration, input and approval prior to bringing to Town Meeting for consideration of funding.
5. Work with the Permanent Town Building Committee (PTBC) and other committees and town staff to coordinate the demolition of the old Center Fire Station, relocation of the Fire Antenna, and continue the design of the New Center Building, with a request for construction appropriation at Annual Town Meeting. Assist PTBC with the analysis of providing office space for School Administration employees.
6. Implement the Stormwater Enterprise Fund and associated Stormwater Management Program by assisting residents and businesses through the initial billing phase, administering the credit and appeals processes, meeting Year Three Compliance permit requirements and obligations. Complete the Town-Wide Culvert Assessment Study and continue to promote the benefits of stormwater management through public education and outreach.
7. Assist the efforts of the 35 Town Farm Road Task Force, in coordination with the PTBC, to issue a Request for Proposals for the construction of a new Fire Training Facility to be located at 60 Town Farm Road, and redevelopment of the Town Farm site into senior affordable housing and a new home for the Westford Food Pantry.

8. Support the 12 North Main Street Task Force to seek any available Federal/State grant funding to assist with hazardous material cleanup costs. Continue to work with the task force to determine next steps, and present options to the Select Board.
9. Ensure that personal information of residents in all formats is being appropriately protected, that measures are in place to minimize the risk of data breaches or other cyber-attacks whether technically based or through social engineering, and to ensure that the town has appropriate plans for recovery from such events.
10. Continue to work with the Technology Department and other town departments to allow for remote or flexible working arrangements for both town and school staff in the event the pandemic requires town or school buildings to be closed.
11. Continue to monitor any impacts from the Newport Materials asphalt plant, and coordinate compliance with settlement agreement terms and obligations. Work with steering group of DPW, Parks & Grounds, Facilities and Town Manager's office to recommend capital improvements with mitigation labor and materials.
12. Work with Pedestrian Safety Committee, Police, Fire, Engineering, Highway, Health, Library and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.
13. Work with and support the Planning Board and Land Use Management Department to implement any newly approved Zoning Bylaw Amendments following October 17, 2020 Special Town Meeting.
14. Work with the Cemetery Department and Cemetery Commission to develop a plan to meet future needs for grave space.
15. Work with town committees and town staff to increase the sustainability of Westford's municipal operations by increasing energy efficiency, expanding the use of renewable energy and reducing greenhouse gas emissions.

**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, and their respective departments, and of all functions for which she is given responsibility by the Charter, Town Meeting, or by vote of the Board.

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

The Town Manager appoints the Affordable Housing Committee, Council on Aging, Board of Assessors, Capital Planning Committee, Board of Cemetery Commissioners, Parkerville Schoolhouse Committee, Parks and Recreation Commission, Records and Archives Committee, Recycling Commission, Town Forest Committee, TREAD Committee, and Board of Water Commissioners. The Town Manager is the appointing authority for the Police and Fire Chiefs, subject to the confirmation of the 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>.

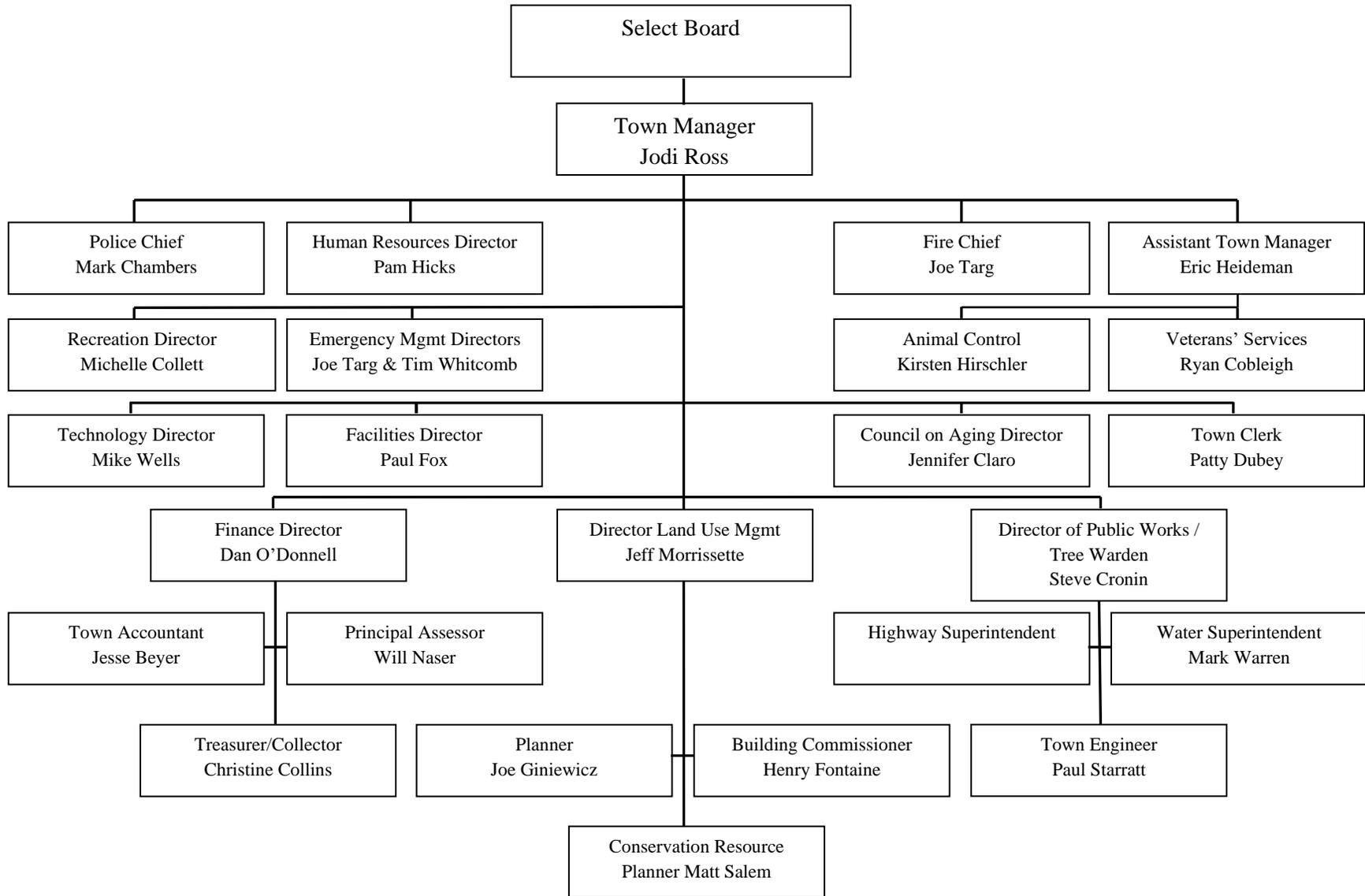
### **Description of Changes:**

The overall Town Manager budget increased by 4.03%. Personal services increased by 2% for all non-union personnel for a cost-of-living adjustment. The overall expense budget in FY23 was increased by \$9,411 as Management Performance Training and Meetings and Conferences were reinstated in FY23.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
TOWN MANAGER	209,586.01	220,023.00	224,424.00	224,424.00	224,424.00	224,424.00	2.00%	4,401.00
ASSISTANT TOWN MANAGER	126,720.72	133,841.00	136,518.00	136,518.00	136,518.00	136,518.00	2.00%	2,677.00
ADMIN - ANNUAL TOWN REPORT		3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
PROJECT/PROCUREMENT SPECIALIST	69,413.02	71,861.00	73,289.00	73,289.00	73,008.00	73,289.00	1.99%	1,428.00
SECRETARY (VACATION/SICK COVERAGE)	10,984.99	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
VACATION COVERAGE	2,850.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	0.00%	-
LONGEVITY	1,450.00	1,450.00	1,450.00	1,450.00	2,300.00	2,300.00	0.00%	-
LIFE INSURANCE / LONG TERM DISABILITY		-						-
<b>CATEGORY TOTAL</b>	<b>421,004.74</b>	<b>433,925.00</b>	<b>442,431.00</b>	<b>442,431.00</b>	<b>443,000.00</b>	<b>443,281.00</b>	<b>1.96%</b>	<b>8,506.00</b>
<b>EXPENSES</b>								
MANAGEMENT PERFORMANCE TRAINING	-	-	5,000.00	5,000.00	5,000.00	5,000.00		5,000.00
CONTRACTED SERVICES	-	-	-	-	-	-		-
ADVERTISING-LEGAL	1,666.63	1,000.00	1,500.00	1,500.00	1,500.00	1,500.00	50.00%	500.00
OFFICE SUPPLIES	244.88	700.00	700.00	500.00	700.00	700.00	-28.57%	(200.00)
FORMS/PRINTING	4,480.21	4,000.00	4,400.00	4,400.00	4,400.00	4,400.00	10.00%	400.00
BOOKS & SUBSCRIPTIONS	986.86	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	0.00%	-
TRAVEL - MILEAGE	1,300.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
MEETINGS & CONFERENCES	-	-	3,680.00	3,680.00	3,000.00	3,000.00		3,680.00
DUES AND MEMBERSHIPS	2,892.61	2,993.00	3,024.00	3,024.00	3,024.00	3,024.00	1.04%	31.00
ENCUMBRANCES	17.99							-
<b>CATEGORY TOTAL</b>	<b>11,589.18</b>	<b>11,143.00</b>	<b>20,754.00</b>	<b>20,554.00</b>	<b>20,074.00</b>	<b>20,074.00</b>	<b>84.46%</b>	<b>9,411.00</b>
<b>DEPARTMENT TOTAL</b>	<b>432,593.92</b>	<b>445,068.00</b>	<b>463,185.00</b>	<b>462,985.00</b>	<b>463,074.00</b>	<b>463,355.00</b>	<b>4.03%</b>	<b>17,917.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Manager	1.0	EXEM	224,424.00	850.00	225,274.00
Assistant Town Manager	1.0	EXEM	136,518.00	600.00	137,118.00
Vacation Coverage			2,250.00		2,250.00
Admin - Annual Town Report		NON	3,500.00		3,500.00
Project/Procurement Specialist	1.0	NON	73,289.00		73,289.00
Administrative Secretary	0.3	NON	1,000.00		1,000.00
<b>Total Personal Services</b>	<b>3.3</b>		<b>440,981.00</b>	<b>1,450.00</b>	<b>442,431.00</b>



### 131 Finance Committee

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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
PRINTING/POSTAGE SERVICES	5,963.40	6,200.00	6,400.00	6,400.00	6,500.00	6,650.00	3.23%	200.00
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	50.00	165.00	165.00	165.00	165.00	165.00	0.00%	-
DUES & MEMBERSHIPS	280.00	280.00	280.00	280.00	280.00	280.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>8,513.40</b>	<b>8,865.00</b>	<b>9,065.00</b>	<b>9,065.00</b>	<b>9,165.00</b>	<b>9,315.00</b>	<b>2.26%</b>	<b>200.00</b>
<b>RESERVE FUND</b>		<b>125,000.00</b>	<b>125,000.00</b>	<b>125,000.00</b>	<b>125,000.00</b>	<b>125,000.00</b>	<b>0.00%</b>	<b>-</b>
TRANSFERS OUT		(76,010.00)					-100.00%	76,010.00
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>48,990.00</b>	<b>125,000.00</b>	<b>125,000.00</b>	<b>125,000.00</b>	<b>125,000.00</b>	<b>155.15%</b>	<b>76,010.00</b>
<b>DEPARTMENT TOTAL</b>	<b>8,513.40</b>	<b>57,855.00</b>	<b>134,065.00</b>	<b>134,065.00</b>	<b>134,165.00</b>	<b>134,315.00</b>	<b>131.73%</b>	<b>76,210.00</b>

### Description of Changes:

The Finance Committee Reserve Fund remains at \$125,000. Reserve fund requests have decreased during the most recent fiscal years, in part because the Select Board and Finance Committee have the ability to transfer funds between operating budgets between May 1 and July 15 at the end of each fiscal year. This mechanism allows us to be able to reduce the amount in the reserve fund and still be able to address unforeseen and unbudgeted expenditures before the end of the fiscal year. The printing and postage costs are to pay for the Annual Westford Finance Committee Report and Recommendations which are mailed out to all residents prior to the Annual Town Meeting. The Other Purchased Services line item is to pay for minutes to be taken at the public meetings.

### 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.

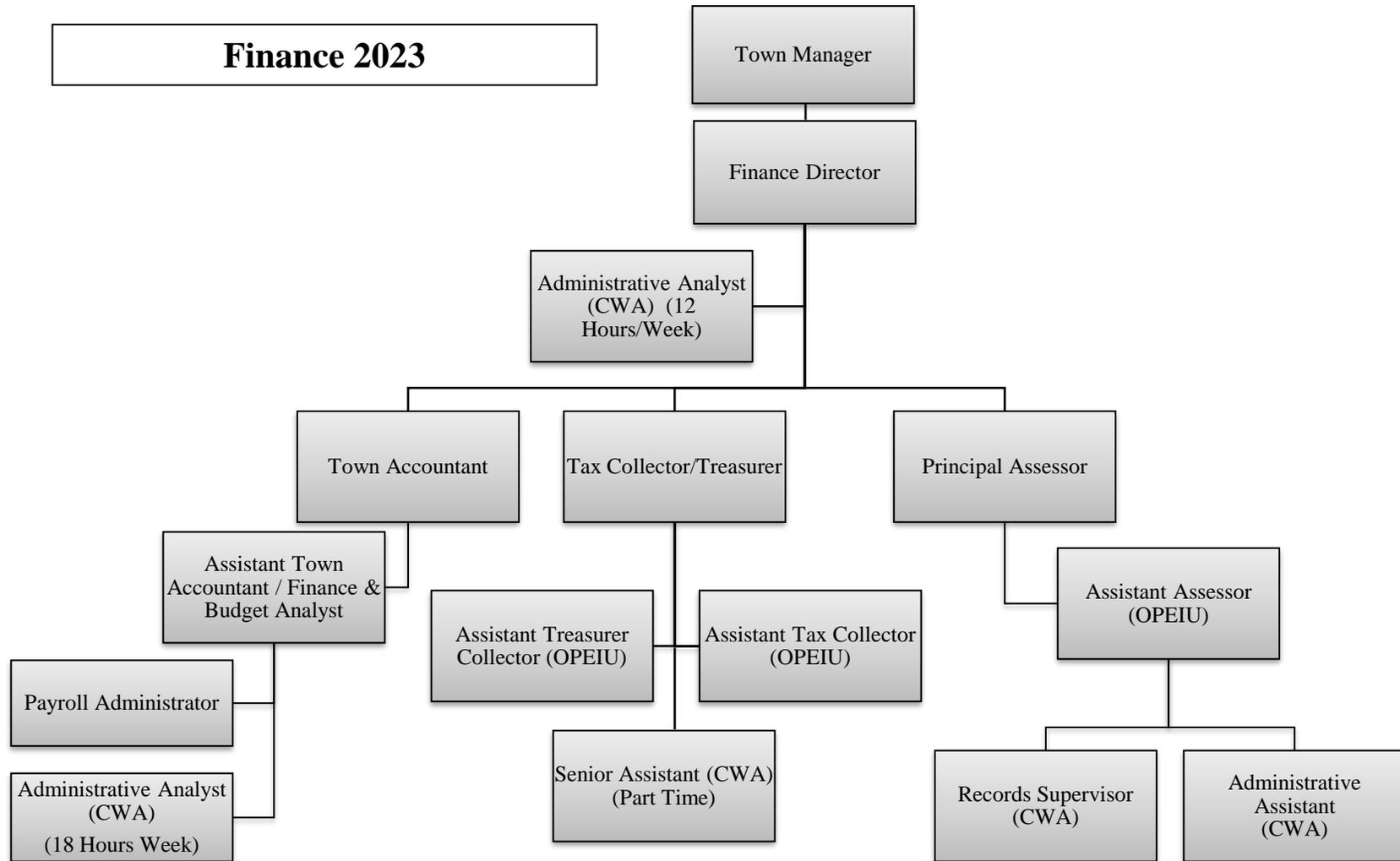
**Other Metrics:**

This is a link to the [2021 Finance Committee Report & Recommendations](#):

**General Fund Reserve Fund Transfers for Fiscal Year 2022 as of May 9, 2022**

<b>Date</b>	<b>Transaction</b>	<b>Amount</b>	<b>Balance</b>	<b>Comment</b>
June 12, 2021	Annual ATM Appropriation	\$125,000.00	\$125,000.00	
October 16, 2021	Town Clerk – Voting Tabulator	(\$7,450.00)	\$117,550.00	The 2020 Federal Census showed an increase in Westford's population, necessitating an additional voting precinct. Town Meeting approved \$36,600 for tabulators. There has been a price increase since quoted, less given for trade in obsolete equipment, and the need for an additional tabulator.
January 5, 2022	Library – Heat Pump	(\$11,870.00)	\$105,680.00	Heat pump #4, providing air conditioning and heat for the public Circulation and Browsing Area, has failed. This is a request for emergency replacement of this 33-year-old unit, which would be the 12th of the 13 library heat pumps to be replaced since 2005.
January 27, 2022	Public Facilities – Generator Repair	(\$6,224.00)	\$99,456.00	To replace the leaking generator radiator at the Technology Department.
March 24, 2022	Fire Department – Building Maintenance	(\$20,466.00)	\$78,990.00	The fire budget line for Pre-Employment Medical Physical has a deficit of \$7,207 that is negatively impacting the rest of the fire AP budget. The Building Maintenance is in deficit, and we have immediate repairs that need to be done at the three stations and leave capacity for additional maintenance for the remainder of the year.
March 24, 2022	Fire Department - Overtime	(\$30,000.00)	\$48,990.00	The fire department currently has five employees out for of service with injuries and the supplemental appropriation will keep the fire department at the current staffing levels.

132 Finance Department



**Mission Statement:**

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

**Goals:**

- To continue to develop financial policies in coordination with the Treasurer/Collector and Town Accountant as recommended by the bond rating agencies.
- To assist the Town Manager in providing a balanced budget to present to Town Meeting.
- To adhere to the Select Board’s budget policy.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FINANCE DIRECTOR	128,520.05	135,713.00	138,427.00	138,427.00	138,427.00	138,427.00	2.00%	2,714.00
ADMINISTRATIVE ANALYST	18,557.76	19,656.00	19,656.00	19,656.00	19,656.00	19,845.00	0.00%	-
LONGEVITY	1,292.00	1,292.00	1,292.00	1,292.00	1,292.00	1,872.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>148,369.81</b>	<b>156,661.00</b>	<b>159,375.00</b>	<b>159,375.00</b>	<b>159,375.00</b>	<b>160,144.00</b>	<b>1.73%</b>	<b>2,714.00</b>
<b>EXPENSES</b>								
OFFICE SUPPLIES	308.68	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	-	-	1,355.00	955.00	460.00	460.00		955.00
DUES & MEMBERSHIPS	60.00	135.00	135.00	135.00	135.00	135.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>368.68</b>	<b>435.00</b>	<b>1,790.00</b>	<b>1,390.00</b>	<b>895.00</b>	<b>895.00</b>	<b>219.54%</b>	<b>955.00</b>
<b>DEPARTMENT TOTAL</b>	<b>148,738.49</b>	<b>157,096.00</b>	<b>161,165.00</b>	<b>160,765.00</b>	<b>160,270.00</b>	<b>161,039.00</b>	<b>2.34%</b>	<b>3,669.00</b>

**Description of Changes:**

The meetings and conferences budget is increasing by \$955.00 because the Finance Director needs to recertify his MCPPO recertification in FY23 and he did not plan to attend any conferences in FY22 during the COVID-19 pandemic. The next MCPPO recertification will occur in FY26. The printing of the FY23 budget will be done in-house, and we plan to reuse binders for the budget books.

**Programs & Services:**

The Finance Director is responsible for providing professional financial planning, management, and administration of all financial processes of the town. The position is responsible for the management and general oversight of the three financial departments headed by the Town Accountant, Treasurer/Collector and Assessors. The Director is also responsible for a variety of complex analytical projects such as budget analysis, labor contract projections, and contract impact analysis. As of FY22, 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:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Finance Director	1.0	EXEM	138,427.00	1,100.00	139,527.00
Administrative Analyst	0.3	CWA	19,656.00	192.00	19,848.00
<b>Total Personal Services</b>	<b>1.3</b>		<b>158,083.00</b>	<b>1,292.00</b>	<b>159,375.00</b>

**135 Town Accountant**

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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN ACCOUNTANT	102,822.87	111,318.00	113,544.00	113,544.00	113,544.00	113,544.00	2.00%	2,226.00
ASST. TOWN ACCOUNTANT / FINANCE & BUDGET	32,491.78	77,538.00	79,089.00	79,089.00	78,786.00	79,089.00	2.00%	1,551.00
PAYROLL ADMINISTRATOR	74,682.52	75,939.00	73,869.00	73,869.00	73,586.00	73,869.00	-2.73%	(2,070.00)
ADMINISTRATIVE ANALYST	28,015.08	29,673.00	29,673.00	29,673.00	29,484.00	29,673.00	0.00%	-
OVERTIME	1,046.11	1,500.00	1,200.00	1,200.00	1,200.00	1,200.00	-20.00%	(300.00)
LONGEVITY	1,988.00	888.00	888.00	888.00	1,138.00	1,258.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>241,046.36</b>	<b>296,856.00</b>	<b>298,263.00</b>	<b>298,263.00</b>	<b>297,738.00</b>	<b>298,633.00</b>	<b>0.47%</b>	<b>1,407.00</b>
<b>EXPENSES</b>								
ACCOUNTING & AUDITING SERVICES	37,500.00	38,750.00	43,550.00	43,550.00	44,550.00	45,550.00	12.39%	4,800.00
OFFICE SUPPLIES	385.00	1,000.00	1,000.00	750.00	1,100.00	1,100.00	-25.00%	(250.00)
FORMS/PRINTING	1,305.56	1,400.00	1,400.00	1,400.00	1,425.00	1,450.00	0.00%	-
MEETINGS & CONFERENCES	225.00	1,180.00	2,710.00	2,710.00	2,710.00	2,710.00	129.66%	1,530.00
DUES AND MEMBERSHIPS	125.00	125.00	425.00	425.00	125.00	125.00	240.00%	300.00
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>39,540.56</b>	<b>42,455.00</b>	<b>49,085.00</b>	<b>48,835.00</b>	<b>49,910.00</b>	<b>50,935.00</b>	<b>15.03%</b>	<b>6,380.00</b>
<b>DEPARTMENT TOTAL</b>	<b>280,586.92</b>	<b>339,311.00</b>	<b>347,348.00</b>	<b>347,098.00</b>	<b>347,648.00</b>	<b>349,568.00</b>	<b>2.29%</b>	<b>7,787.00</b>

**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 0.47% which reflects collective bargaining contract settlements. Accounting Department expenses increased by 15.03%. Most of this increase is a result of additional single audit requirements needed for the Covid-19 funding received from the federal

government. The remaining increase is a result of returning the meetings and conferences budget back to pre-Covid-19 levels. A contract with our outside auditors (Melanson, CPAs) was signed during FY22 and is in place until the FY24 audit.

**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	113,544.00	600.00	114,144.00
Asst. Town Accountant / Finance & Budget Analyst	1.0	NON	79,089.00	-	79,089.00
Payroll Administrator	1.0	NON	73,869.00	-	73,869.00
Administrative Analyst	0.5	CWA	29,673.00	288.00	29,961.00
Overtime			1,200.00		1,200.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>297,375.00</b>	<b>888.00</b>	<b>298,263.00</b>

### 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 Assessors 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:

- Review all commercial, industrial, and large residential complexes and convert value method to income approach as primary value for FY23. (Cost approach as secondary)
- Complete approximately 1,325 property inspections with the use of Patriot Properties contracting; completing the cyclical requirements for the tax year and the balance of inspections, handled by the staff for building permit and sales inspections.
- Get staff trained on basic Microsoft products and more thoroughly knowledgeable about Assessing software and report functionality.
- Review means tested senior citizen property tax exemption after inaugural year. Implement adjustments to program for next year.
- Review and update web page for better user experience. Add more forms and informational items as more remote users access the site.

#### Description of Changes:

The FY23 personal services budget reflects a 0.99% increase per the union agreements and annual pay adjustments. The 8.92% increase in Contracted Services is due to added contracted services with Mayflower Valuation for town wide review and analysis of condo complexes, income properties and annual sales analysis.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
PRINCIPAL ASSESSOR	109,123.45	119,646.00	122,039.00	122,039.00	122,039.00	122,039.00	2.00%	2,393.00
ADMINISTRATIVE ASSESSOR	73,718.27	76,661.00	79,733.00	72,969.00	74,794.00	76,661.00	-4.82%	(3,692.00)
RECORDS SUPERVISOR	48,622.80	59,372.00	61,662.00	61,662.00	61,425.00	61,662.00	3.86%	2,290.00
ADMINISTRATIVE ASSISTANT	49,563.90	53,793.00	55,868.00	55,868.00	55,653.00	55,868.00	3.86%	2,075.00
LONGEVITY	2,700.00	-	-	-	600.00	600.00		-
<b>CATEGORY TOTAL</b>	<b>283,728.42</b>	<b>309,472.00</b>	<b>319,302.00</b>	<b>312,538.00</b>	<b>314,511.00</b>	<b>316,830.00</b>	<b>0.99%</b>	<b>3,066.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCE			200.00	200.00	200.00	200.00		200.00
CONTRACTED SERVICES	10,000.00	40,700.00	44,700.00	44,700.00	44,700.00	30,000.00	9.83%	4,000.00
OFFICE SUPPLIES	2,034.19	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAVEL - MILEAGE	3,924.01	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
MEETINGS & CONFERENCES	1,400.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
DUES & MEMBERSHIPS	1,005.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
ENCUMBRANCES	27,536.80							-
<b>CATEGORY TOTAL</b>	<b>45,900.00</b>	<b>47,100.00</b>	<b>51,300.00</b>	<b>51,300.00</b>	<b>51,300.00</b>	<b>36,600.00</b>	<b>8.92%</b>	<b>4,200.00</b>
<b>DEPARTMENT TOTAL</b>	<b>329,628.42</b>	<b>356,572.00</b>	<b>370,602.00</b>	<b>363,838.00</b>	<b>365,811.00</b>	<b>353,430.00</b>	<b>2.04%</b>	<b>7,266.00</b>

### 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.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Assessor	1.0	EXEM	122,039.00	-	122,039.00
Assistant Assessor	1.0	OPEIU	72,969.00	-	72,969.00
Records Supervisor	1.0	CWA	61,662.00	-	61,662.00
Administrative Assistant	1.0	CWA	55,868.00	-	55,868.00
<b>Total Personal Services</b>	<b>4.0</b>		<b>312,538.00</b>	<b>-</b>	<b>312,538.00</b>

**Other Information:**

- 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.
- The office currently processes approximately 10,000 real estate and personal property bills. On average, the office processes less than 120 abatements.
- The office processes approximately 180 elderly, veteran, and blind exemptions.
- The office processes approximately 215 CPA applications.
- The Assessors' Office also generates abutter lists and various reports.
- The office annually mails and processes approximately 1,300 Forms of List for Personal Property valuation. In addition, they also mail Chapter Land forms, and Income and Expense forms to commercial/industrial property owners.

## 145 Treasurer / Collector

### Mission Statement:

Our mission in the Collector's Office is to provide excellent customer service to taxpayers while protecting the interests of the town through diligent collection of all taxes and fees due. The Treasury department 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. As Treasurer, I am 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:

- Pursue Land of Low Value lien processing for some of our very low value properties in tax title.
- Work with the Assessor and COA staff to make recommendations to the Select Board regarding our Means Tested Exemption.
- Review collection time lines and activity to restore pre-pandemic expectations, provided the pandemic is over by then.
- Ensure that training and cross training continues within the office staff to make us resilient in times of crisis or change.

### Description of Changes:

#### Personal Services

Tax Collector-Treasurer: 2% COLA assumption in FY23.

Assistant Treasurer & Assistant Tax Collector: A step is reflected for the Assistant Tax Collector. The Assistant Treasurer has reached the top step according to the OPEIU contract. Since the contract is not settled for FY23, no COLA is reflected in the budget at this time.

Senior Assistant: Funding for the part time Senior Assistant that we lost due to the hiring freeze in FY21 was reinstated at the Special Town Meeting in FY22 and is reflected in the budget for FY23.

#### Expenses

No funding was requested for Meetings/Travel and Mileage in FY23. This may be requested at some point in the future. There is also an increase of \$700 increase in contracted services. The town covers the cost of online bill pay fees for E-Check payments at the rate of .25 per cart. The addition of Stormwater bills to our online selections increased the fees last year, however, the increase in fees will be added to the Stormwater Enterprise offsets, so it will be returned to the General Fund. Lastly, the cost of printing services increased from .32 per piece to .40 per piece resulting in an overall budget increase of \$1,525.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TREASURER/COLLECTOR	111,875.41	119,646.00	122,039.00	122,039.00	122,039.00	122,039.00	2.00%	2,393.00
ASSISTANT TREASURER & ASST COLLECTOR	138,423.95	142,729.00	144,306.00	144,306.00	147,368.00	147,935.00	1.10%	1,577.00
SENIOR ASSISTANT	993.08	15,000.00	16,273.00	16,273.00	16,891.00	16,891.00	8.49%	1,273.00
ADDITIONAL COVERAGE	-	1,000.00	1,000.00	-	-	-	-100.00%	(1,000.00)
OVERTIME	-	150.00	150.00	500.00	500.00	500.00	233.33%	350.00
LONGEVITY	3,300.00	3,300.00	3,300.00	3,300.00	3,300.00	3,300.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>254,592.44</b>	<b>281,825.00</b>	<b>287,068.00</b>	<b>286,418.00</b>	<b>290,098.00</b>	<b>290,665.00</b>	<b>1.63%</b>	<b>4,593.00</b>
<b>EXPENSES</b>								
LEGAL SERVICES - TAX TITLE	11,451.33	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
CONTRACTED SERVICES	4,885.00	4,000.00	4,700.00	4,700.00	4,700.00	4,700.00	17.50%	700.00
POSTAGE	21,163.60	22,750.00	22,750.00	22,750.00	22,750.00	22,750.00	0.00%	-
PRINTING SERVICES	4,279.87	5,750.00	7,275.00	7,275.00	7,275.00	7,275.00	26.52%	1,525.00
OFFICE SUPPLIES	295.46	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	0.00%	-
TRAVEL - MILEAGE	-	-	-	-	-	-	-	-
MEETINGS & CONFERENCES	-	-	-	-	-	-	-	-
DUES AND MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	100.00	0.00%	-
PUBLIC EMPLOYEE BOND	1,000.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>43,175.26</b>	<b>45,050.00</b>	<b>47,275.00</b>	<b>47,275.00</b>	<b>47,275.00</b>	<b>47,275.00</b>	<b>4.94%</b>	<b>2,225.00</b>
<b>DEPARTMENT TOTAL</b>	<b>297,767.70</b>	<b>326,875.00</b>	<b>334,343.00</b>	<b>333,693.00</b>	<b>337,373.00</b>	<b>337,940.00</b>	<b>2.09%</b>	<b>6,818.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Treasurer/Collector	1.0	EXEM	122,039.00	850.00	122,889.00
Assistant Treasurer	1.0	OPEIU	79,733.00	1,600.00	81,333.00
Assistant Collector	1.0	OPEIU	64,573.00	850.00	65,423.00
Senior Assistant	0.3	CWA	16,273.00	-	16,273.00
Overtime			500.00		500.00
<b>Total Personal Services</b>	<b>3.3</b>		<b>283,118.00</b>	<b>3,300.00</b>	<b>286,418.00</b>

**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.

Stormwater fee bills were processed in the Tax Collector's office in FY21. As planned, the DPW will be assuming the billing and collection in FY22, and for all future years.

**Tax Collections:** Although the pandemic is still lingering, most collection activity has returned to normal. Current real estate tax collections, which were at 98.1% in FY20, ended at 99% in FY21.

**Tax Liens:** Tax title balances increased in FY21. The number of accounts has decreased from 39 to 34, but there are growing balances in the existing accounts as new years are added. Foreclosure cases have been hindered by the pandemic. There should have been several foreclosure decrees issued in FY21, but the courts were shut down for part of the year and we are still waiting. We continue to do what we can to move parcels through the process, as many steps do not involve the courts. The delay may temporarily affect tax title balances.

The number of accounts in deferral has more than doubled in the past five years, from 10 to 22. The corresponding balance 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.

**Other Information:**

<b>Tax Collector-Treasurer</b>					
<b>RE Tax Collection Snap Shot on June 30th of the FY</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Committed	83,307,593	80,425,177	76,749,569	73,535,590	70,877,598
Abated	(318,380)	(451,120)	(379,652)	(470,111)	(237,952)
Collected in FY	(81,994,556)	(78,371,735)	(75,301,354)	(72,455,209)	(69,961,487)
Moved to Tax Lien	(201,922)	(97,226)	(224,842)	(192,517)	(214,356)
Balance due on June 30th	792,735	1,505,097	843,720	417,753	463,803
<b>Percent Uncollected</b>	<b>0.95%</b>	<b>1.87%</b>	<b>1.10%</b>	<b>0.57%</b>	<b>0.65%</b>
<b>Tax Liens on June 30th</b>					
	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
*Tax Titles	620,735	560,877	612,321	722,898	571,480
*Tax Deferral	514,199	429,285	361,280	311,457	221,077
Total Tax Liens	1,134,934	990,162	973,601	1,034,355	792,557
% of Current Yr Committed	1.36%	1.23%	1.27%	1.41%	1.12%
Accounts in Tax Title	34	39	35	48	44
Accounts in Deferral	22	21	19	17	10
There are 7 properties in process for foreclosure.					
*Includes CPA & Betterments in Tax Lien if any.					

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

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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
LEGAL SERVICES - TOWN COUNSEL	121,835.49	140,000.00	140,000.00	125,000.00	140,000.00	140,000.00	-10.71%	(15,000.00)
LEGAL SERVICES - LABOR COUNSEL	16,521.28	20,000.00	20,000.00	15,000.00	20,000.00	20,000.00	-25.00%	(5,000.00)
ENCUMBRANCES	2,000.00							-
<b>CATEGORY TOTAL</b>	<b>140,356.77</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>140,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>-12.50%</b>	<b>(20,000.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>140,356.77</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>140,000.00</b>	<b>160,000.00</b>	<b>160,000.00</b>	<b>-12.50%</b>	<b>(20,000.00)</b>

**Description of Changes:**

The FY23 Legal Services Town Counsel budget decreased based on FY21 actual expenses and FY22 year to date expenses. Also, we are recommending that the Labor Counsel budget be decreased by \$5,000 in FY22. As of January 2022, only the International Association of Fire Fighters (IAFF) collective bargaining agreement has been settled beyond FY22. Negotiations for the five remaining labor contracts will begin in the coming months, as their current contract expires June 30, 2022. 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 HRIS controls.
- To foster a workplace that promotes employee feedback, open communication, personal accountability, teamwork, respectful interactions and quality services.

### Goals:

- Recover available Massachusetts COVID-19 Temporary Emergency Paid Sick Leave funding.
- Update internal tracking spreadsheets for all benefit transactions and job movement including new hires, terminations, retirees, etc.
- Seek HR Office file storage solutions.
- Continue to work with the schools, Accounting, Finance and IT on the benefit withholdings and HRIS processes.

### Description of Changes:

The FY23 budget reflects a 2% increase for the non-union personnel.

### Programs & Services:

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

The Human Resources office provides guidance and support for the town's personnel infrastructure and benefits for over 1,200 employees and 600 plus retirees. The span of the Human Resources Department is extensive with managing all areas of subscriber enrollments (most are in-house via web-based technology), reporting requirements, mandates, complex issues, online submissions and tracking.

Some of the daily responsibilities include; fielding questions and assisting employees and retirees, working closely with Payroll/Accounting and Finance in administering union contract benefits and 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 process
- 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
- Employee issues
- Town and school turnovers
- Monthly benefit withholding audits
- Payment of town-wide health and benefit bills in excess of \$17 million
- Maintaining all permanent personnel records
- Town and school Human Resource departments assist over 1,200 employees and approximately 600 retirees

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
HUMAN RESOURCES DIRECTOR	115,131.40	121,783.00	124,219.00	124,219.00	124,219.00	124,219.00	2.00%	2,436.00
BENEFITS COORDINATOR	67,737.84	72,828.00	74,285.00	74,285.00	74,285.00	74,285.00	2.00%	1,457.00
ADMINISTRATIVE ASSISTANT	45,409.66	47,209.00	72,229.00	66,122.00	66,122.00	66,122.00	40.06%	18,913.00
LONGEVITY	3,272.00	1,100.00	1,100.00	1,100.00	1,100.00	1,600.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>231,550.90</b>	<b>242,920.00</b>	<b>271,833.00</b>	<b>265,726.00</b>	<b>265,726.00</b>	<b>266,226.00</b>	<b>9.39%</b>	<b>22,806.00</b>
<b>EXPENSES</b>								
PRE-EMPLOY MEDICAL EXAM	4,654.90	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
OTHER CONTRACTED SERVICES	295.05	500.00	500.00	500.00	3,000.00	3,000.00	0.00%	-
LEGAL ADVERTISING	2,199.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
OFFICE SUPPLIES	1,024.64	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEDICAL RELATED EXPENSES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
PROGRAMS & ACTIVITIES	948.36	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
PROFESSIONAL DEVELOPMENT	7,806.36	11,034.00	14,853.00	14,853.00	11,976.00	5,000.00	34.61%	3,819.00
MEETINGS & CONFERENCES	50.00	50.00	100.00	100.00	100.00	100.00	100.00%	50.00
DUES & MEMBERSHIPS	275.00	1,284.00	1,284.00	1,284.00	1,284.00	1,284.00	0.00%	-
ENCUMBRANCES	9,153.21							-
<b>CATEGORY TOTAL</b>	<b>26,406.52</b>	<b>26,868.00</b>	<b>30,737.00</b>	<b>30,737.00</b>	<b>30,360.00</b>	<b>23,384.00</b>	<b>14.40%</b>	<b>3,869.00</b>
<b>COMPENSATION RESERVE</b>	<b>7,838.18</b>	<b>150,000.00</b>	<b>385,000.00</b>	<b>385,000.00</b>	<b>770,000.00</b>	<b>1,050,000.00</b>	<b>156.67%</b>	<b>235,000.00</b>
<b>TRANSFERS OUT</b>		<b>(116,876.00)</b>					<b>-100.00%</b>	<b>116,876.00</b>
<b>DEPARTMENT TOTAL</b>	<b>265,795.60</b>	<b>302,912.00</b>	<b>687,570.00</b>	<b>681,463.00</b>	<b>1,066,086.00</b>	<b>1,339,610.00</b>	<b>124.97%</b>	<b>378,551.00</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Human Resources Director	1.0	EXEM	124,219.00	1,100.00	125,319.00
Benefits Coordinator	1.0	NON	74,285.00	-	74,285.00
Administrative Assistant	1.0	NON	66,122.00	-	66,122.00
<b>Total Personal Services</b>	<b>3.0</b>		<b>264,626.00</b>	<b>1,100.00</b>	<b>265,726.00</b>

**Health Insurance:**

The town renewed the health insurance coverage with Blue Cross Blue Shield for the period of November 1, 2021 through October 31, 2022 with a 4.9% premium increase. This included a .5% premium reduction for bundling the health and voluntary dental plans. The town is in the process of moving to self-insured model with Blue Cross Blue Shield and is anticipating an approximate premium rate reduction of 2.5% at the time of transition.

As of June 2021, there were 502 retirees on Medex (Medicare supplemental insurance), 89 retirees on active health insurance plans who were not yet eligible for Medex, and 644 employees who are actively insured on these plans. The rate for Medex increased by .03% starting on January 1, 2022. 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 2021 was \$10,384,412.

**Voluntary Ancillary Lines of Coverage Renewal:**

The town renewed the voluntary insurance coverage through Equitable (formerly AXA Insurance), a Blue Cross Blue Shield subsidiary, for Long Term Disability, Short Term Disability, Voluntary Life, Town Life, and Retiree Life at a rate hold (0% increase) and the Accident Insurance and MetLife Vision (VSP) renewed at a rate hold (0% increase) for the period of November 1, 2021 through October 31, 2022.

**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. Within the schools, we also work with the Digital Learning Director to provide platforms supporting the changes to the curriculum and lesson delivery.

**Goals:**

- Support remote working and RLA initiative as needed.
- Continue to implement the sustainable asset plan for the technology infrastructure to support the schools’ digital learning strategy.
- Support the roll out of the card access system in the schools.
- Support the roll out of the One-to-World program at additional schools.
- Complete migration of all buildings to the new telephone platform.
- Continue implementation of information security programs in all departments.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TECHNOLOGY DIRECTOR	125,456.44	132,525.00	135,176.00	135,176.00	135,176.00	135,176.00	2.00%	2,651.00
GIS COORDINATOR	82,591.88	-	-	-	-	-		-
OFFICE MANAGER	38,094.60	29,822.00	30,566.00	30,566.00	31,377.00	32,287.00	2.49%	744.00
IT TECHNICIAN	82,591.88	84,244.00	84,244.00	84,244.00	84,244.00	84,244.00	0.00%	-
APPLICATIONS MANAGER	92,506.76	94,357.00	94,357.00	94,357.00	94,357.00	94,357.00	0.00%	-
LONGEVITY	2,050.00	2,050.00	2,050.00	2,050.00	2,050.00	2,300.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>423,291.56</b>	<b>342,998.00</b>	<b>346,393.00</b>	<b>346,393.00</b>	<b>347,204.00</b>	<b>348,364.00</b>	<b>0.99%</b>	<b>3,395.00</b>

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY	5,618.18	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
NATURAL GAS	1,703.89	1,000.00	1,800.00	1,800.00	1,500.00	1,500.00	80.00%	800.00
WATER	263.47	500.00	500.00	350.00	510.00	520.00	-30.00%	(150.00)
BUILDING MAINTENANCE	1,584.95	3,300.00	-	-	-	-	-100.00%	(3,300.00)
COPIER MACHINE LEASE	19.30	2,000.00	1,600.00	1,600.00	1,632.00	1,665.00	-20.00%	(400.00)
NETWORK SUPPORT	11,432.62	33,400.00	25,650.00	20,650.00	28,311.00	28,578.00	-38.17%	(12,750.00)
DATA COMMUNICATIONS SERVICE	15,142.09	8,000.00	22,500.00	22,500.00	22,950.00	23,409.00	181.25%	14,500.00
PRINTER SUPPORT	97.26	1,000.00	1,000.00	500.00	1,020.00	1,040.00	-50.00%	(500.00)
WORKSTATION SUPPORT	22,962.23	24,900.00	27,100.00	27,100.00	27,118.00	27,136.00	8.84%	2,200.00
SERVER SUPPORT	49,263.71	55,500.00	61,935.00	59,935.00	62,685.00	63,450.00	7.99%	4,435.00
TRAINING & DEVELOPMENT	4,311.00	3,000.00	3,500.00	3,500.00	3,560.00	3,621.00	16.67%	500.00
MUNIS SOFTWARE SUPPORT	64,409.09	64,190.00	67,500.00	67,500.00	68,850.00	70,227.00	5.16%	3,310.00
CONTRACTED SERVICES	181,702.00	202,355.00	219,885.00	209,885.00	222,392.00	225,980.00	3.72%	7,530.00
CONSULTING SERVICES	5,452.00	-	-	-	-	-		-
TELEPHONE	55,208.20	41,840.00	49,540.00	49,540.00	47,907.00	46,665.00	18.40%	7,700.00
CELLULAR PHONES / MOBILE DATA	66,500.29	66,000.00	67,000.00	67,000.00	68,340.00	69,707.00	1.52%	1,000.00
OFFICE SUPPLIES	31,874.25	34,100.00	33,500.00	33,500.00	34,170.00	34,853.00	-1.76%	(600.00)
NETWORK HARDWARE	1,183.93	2,000.00	2,000.00	2,000.00	2,040.00	2,081.00	0.00%	-
SERVER HARDWARE	0.05	5,000.00	3,500.00	1,500.00	3,570.00	3,641.00	-70.00%	(3,500.00)
WORKSTATION HARDWARE	8,464.08	2,000.00	2,000.00	2,000.00	2,040.00	2,081.00	0.00%	-
SCHOOL COMPUTERS	-	215,000.00	-	-	-	-	-100.00%	(215,000.00)
MILEAGE	2,860.00	2,640.00	2,640.00	2,640.00	2,640.00	2,640.00	0.00%	-
MEETINGS & CONFERENCES	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
ENCUMBRANCES	67,638.81							-
<b>CATEGORY TOTAL</b>	<b>597,691.40</b>	<b>774,825.00</b>	<b>600,250.00</b>	<b>580,600.00</b>	<b>608,335.00</b>	<b>615,894.00</b>	<b>-25.07%</b>	<b>(194,225.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,020,982.96</b>	<b>1,117,823.00</b>	<b>946,643.00</b>	<b>926,993.00</b>	<b>955,539.00</b>	<b>964,258.00</b>	<b>-17.07%</b>	<b>(190,830.00)</b>

### Description of Changes:

The FY23 budget contains allowances for inflation, adjustments to realign projections versus actuals, and the following significant changes.

1. Although it became effective early in FY21 this is the first planned year in which we show the replacement of the Operations Manager (Kate Maguire) with a part time Office Manager (Alyssa Ingalls).  
**\*\* Impact on 511500 – Office Manager**
2. Building maintenance costs are now held centrally by Paul Fox  
**\*\* Impact on 524010 – Building Maintenance (zero)**
3. We have been unable to find a vendor who will give us a maintenance contract along the lines of the one we used to have from Continuant (who stopped doing that service). Rather than take out a much more expensive contract we are going to accept the risk and reduce the line

item.

**\*\* Impact on 530920 – Contracted Services (reduced)**

4. The Fire Department continue to upgrade their radio and analog copper communications infrastructure with fiber connections, for which we pay the annual charges. This is definitely a good idea in terms of infrastructure resilience and capacity, but it is significantly more expensive.

**\*\* Impact on 530430 – Data Comms. Service (increased)**

5. It is anticipated that additional security cameras will be added to several buildings (including the Tech Center) in the coming year so our support charges will increase because of that.

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

6. The Library introduced a new website in FY21 and in FY23 we will start paying their support charges.

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

7. Because of the increased threats of Ransomware and other malware we are increase the level of Sophos endpoint protection software we deploy on all the town workstations.

**\*\* Impact on 530920 – Contracted Services (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

### Telephony

- 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 cyber security 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 the FY21 (shown with prior years for comparison).

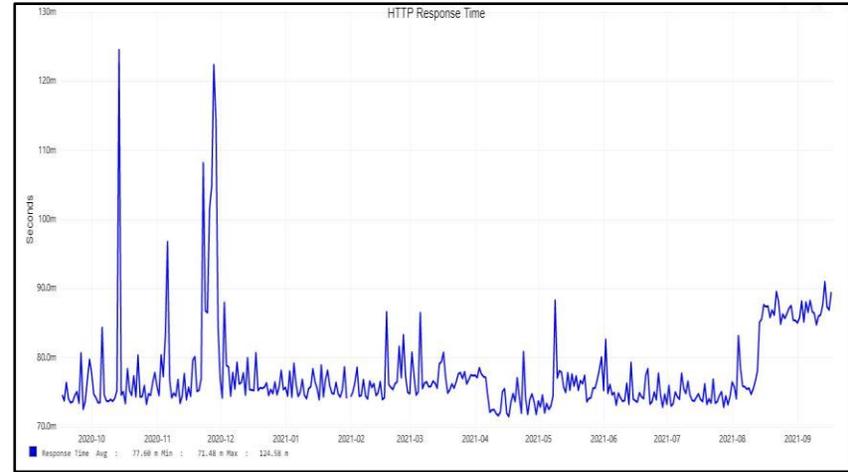
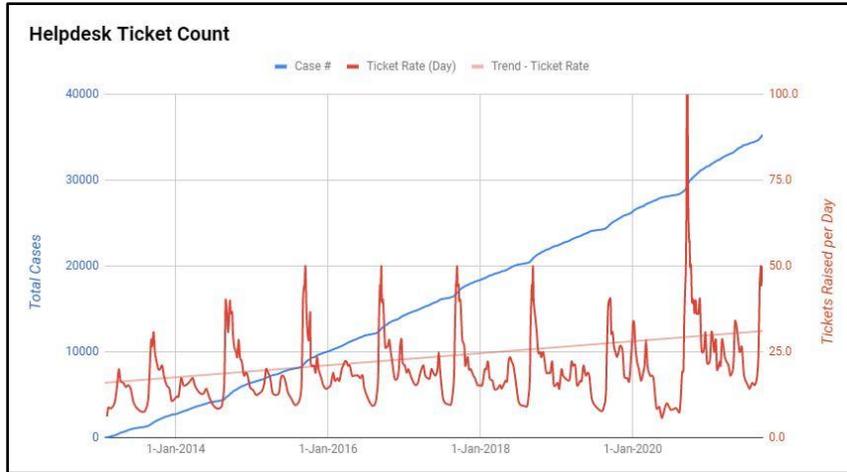
## Helpdesk

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

Month	2013	2014	2015	2016	2017	2018	2019	2020	2021
January	64	269	258	320	348	336	354	410	486
February	146	228	204	286	225	275	249	327	319
March	250	296	348	373	354	237	342	324	399
April	282	217	188	344	259	247	283	271	358
May	268	228	280	300	368	425	333	170	480
June	162	188	241	274	364	255	227	124	350
July	104	129	166	147	110	129	119	157	248
August	257	368	244	346	380	362	274	202	409
September	451	638	717	664	701	636	612	1,191	
October	375	496	387	430	394	425	446	694	
November	234	302	333	297	340	338	342	558	
December	188	283	223	421	258	241	250	406	
	<b>2,781</b>	<b>3,642</b>	<b>3,598</b>	<b>4,202</b>	<b>4,101</b>	<b>3,895</b>	<b>3,831</b>	<b>4,834</b>	

\*Partial Month

Having dealt with the huge surge in demand caused by the remote working in the schools the year did settle down somewhat but related disruption and decisions to accelerate the program to give each student a dedicated device have caused the rate to continue to run above normal.



### Website Performance

As well as our own internal monitoring system, we use an external service to monitor several key IT systems. Presented here are the figures for the town's website westfordma.gov, which changed to a new platform towards the end of 2016.

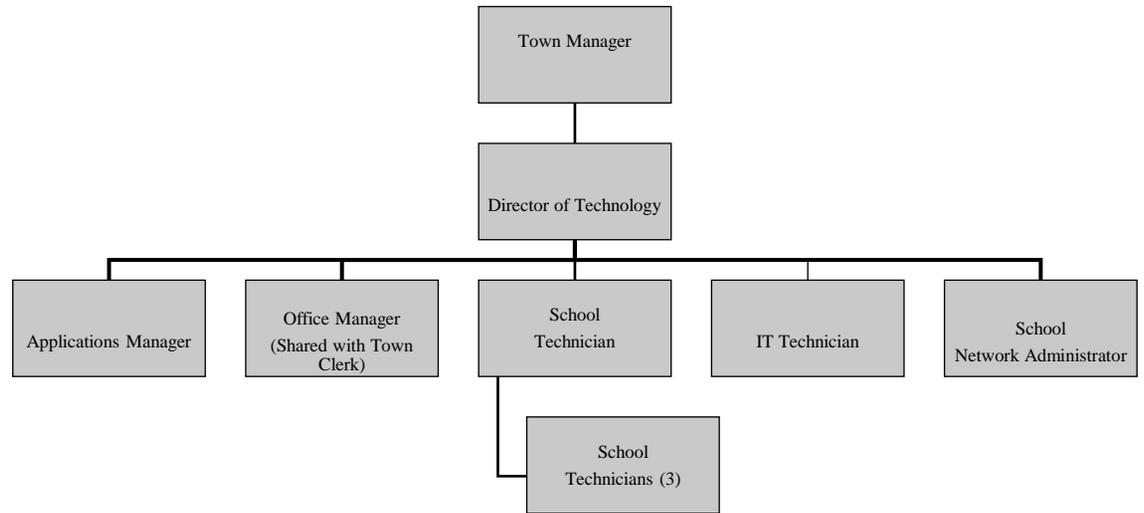
### Response Times

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

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	135,176.00	850.00	136,026.00
IT Technician	1.0	OPEIU	84,244.00	600.00	84,844.00
Applications Manager	1.0	OPEIU	94,357.00	600.00	94,957.00
Office Manager	0.5	OPEIU	30,566.00		30,566.00
<b>Total Personal Services</b>	<b>3.5</b>		<b>344,343.00</b>	<b>2,050.00</b>	<b>346,393.00</b>

**Technology 2023**



## 161 Town Clerk

### Mission Statement:

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

### Goals:

- Continued implementation of records management program goals.
- Continue streamlining election related duties and consolidate polling locations for greater efficiency and costs savings.
- Continue to provide excellent customer service even through these pandemic times.

### Description of Changes:

#### PERSONAL SERVICES

**Office Manager:** The Office Manager position is split between the Town Clerk's office and the Technology Department. The Town Clerk's budget now funds 18.75 hours per week of the position. This is a change that began last year and is mentioned again as an explanation.

The **Election Worker** and **Registrar** line items fluctuate from year to year with state primaries and elections. FY23 will have the state primary in September, the state election in November, and the town election in May. There will be at least two town meetings.

#### 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 are valuable to both the Town Clerk and the Assistant Town Clerk. While every effort is made to keep Early Voting expenses to a minimum, there is still added costs associated with this state mandated program. With the addition of a seventh voting precinct, there are added costs of equipment and worker compensation.

### 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 annual licenses, relating to alcohol, common victualler, innkeeper, automobile, and automatic amusement licenses as well as Boards and Committees. On demand services include raffle permit issuance, certified copies of vital records, the sale of bulk stickers, white-goods stickers, trail maps and Roudenbush maps, assisting with the purchase of recycling totes, processing parking and other fines as well as fielding trash and recycling and other town-related calls.

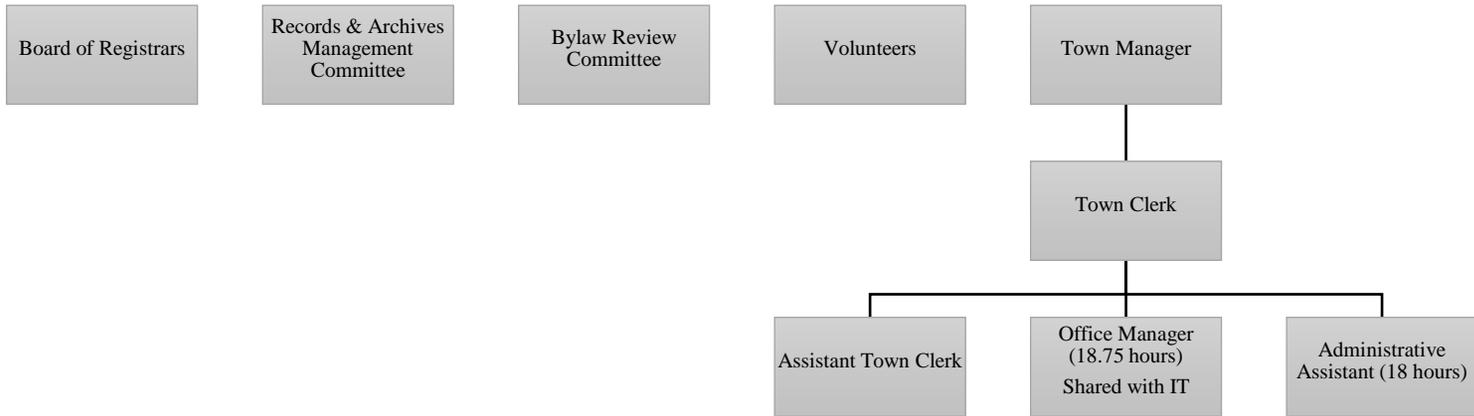
Birth, death, and burial permit records are processed entirely online. This centralized system increases overall efficiency of managing the recording of these events. This brings with it a higher expectation for quicker turnaround of certified copies, but online requests allow us to balance our flow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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN CLERK	89,649.31	95,272.00	97,177.00	97,177.00	97,177.00	97,177.00	2.00%	1,905.00
ASST TOWN CLERK	75,158.01	79,734.00	79,734.00	79,734.00	79,428.00	79,734.00	0.00%	-
OFFICE MANAGER	30,616.51	29,981.00	30,730.00	30,730.00	31,377.00	32,287.00	2.50%	749.00
ADMINISTRATIVE ASSISTANT	26,133.32	26,828.00	26,828.00	26,828.00	26,828.00	26,828.00	0.00%	-
ELECTION WORKERS	16,837.79	13,402.00	35,262.00	35,262.00	23,224.00	37,630.00	163.11%	21,860.00
REGISTRARS	6,718.89	2,630.00	2,671.00	2,671.00	2,074.00	3,553.00	1.56%	41.00
LONGEVITY	3,108.00	3,108.00	3,228.00	3,228.00	3,728.00	4,528.00	3.86%	120.00
<b>CATEGORY TOTAL</b>	<b>248,221.83</b>	<b>250,955.00</b>	<b>275,630.00</b>	<b>275,630.00</b>	<b>263,836.00</b>	<b>281,737.00</b>	<b>9.83%</b>	<b>24,675.00</b>
<b>EXPENSES</b>								
POSTAGE	3,555.07	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
ADVERTISING-LEGAL	132.03	700.00	700.00	700.00	700.00	700.00	0.00%	-
PRINTING SERVICES	5,371.31	5,000.00	5,500.00	5,500.00	5,500.00	5,500.00	10.00%	500.00
RECORDS PRESERVATION	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
OFFICE SUPPLIES	628.60	600.00	700.00	700.00	700.00	700.00	16.67%	100.00
ELECTION RELATED SUPPLIES & SERVICES	12,766.82	15,550.00	8,000.00	8,000.00	8,000.00	8,000.00	-48.55%	(7,550.00)
TRAVEL - MILEAGE	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
MEETINGS & CONFERENCES	-	1,130.00	1,190.00	1,190.00	1,130.00	1,130.00	5.31%	60.00
DUES & MEMBERSHIPS	619.88	579.00	579.00	579.00	579.00	579.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>23,073.71</b>	<b>28,259.00</b>	<b>21,369.00</b>	<b>21,369.00</b>	<b>21,309.00</b>	<b>21,309.00</b>	<b>-24.38%</b>	<b>(6,890.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>271,295.54</b>	<b>279,214.00</b>	<b>296,999.00</b>	<b>296,999.00</b>	<b>285,145.00</b>	<b>303,046.00</b>	<b>6.37%</b>	<b>17,785.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	97,177.00	1,600.00	98,777.00
Assistant Town Clerk	1.0	OPEIU	79,734.00	1,100.00	80,834.00
Office Manager	0.5	CWA	30,730.00	-	30,730.00
Administrative Assistant	0.5	CWA	26,828.00	528.00	27,356.00
Election Workers			35,262.00		35,262.00
Registrars			2,671.00		2,671.00
<b>Total Personal Services</b>	<b>3.0</b>		<b>272,402.00</b>	<b>3,228.00</b>	<b>275,630.00</b>

**Town Clerk 2023**



**Other Metrics:**

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

**At the Counter**

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

<b>Item</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Notes</b>
Bulk Stickers	3,127	4,071	2,610	4,640	6,237	
Business Certificates	100	149	79	136	124	
Dog licenses	2,054	2,270	2,528	2,349	2,675	Calendar year
Flammable Storage Registration	34	37	37	37	42	Calendar Year
Marriage Licenses	62	66	29	59	54	
Notarizations	714	545	593	573	234	
Raffle Permits	8	6	6	8	4	
Certified Copies of Vital Records	1,398	1,364	989	1,299	1,171	

### 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.

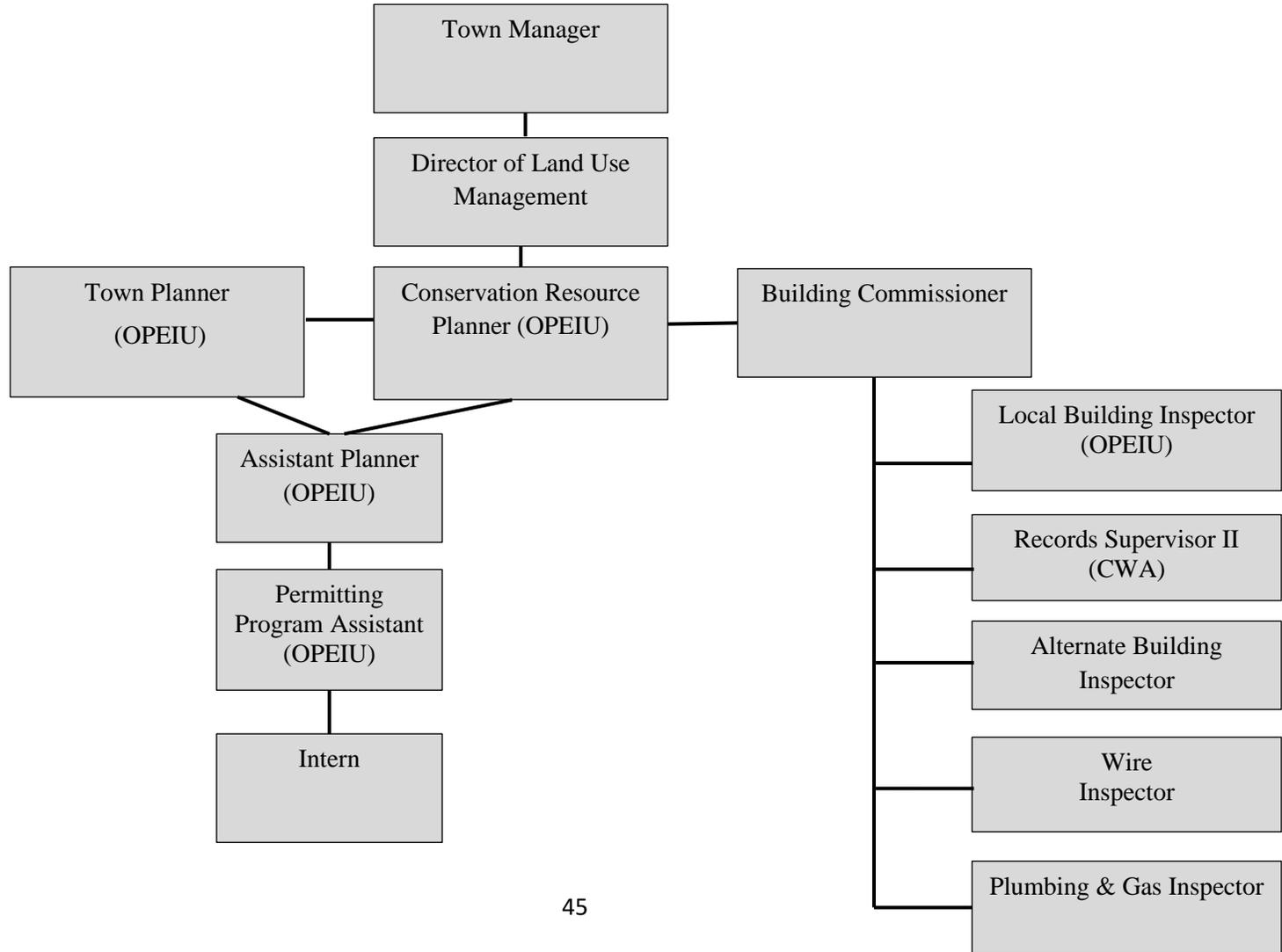
	2017	2018	2019	2020	2021
<b>All Alcohol Club</b>	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2
<b>All Alcohol Restaurant</b>	18	18	18	18	16
<b>Beer &amp; Wine Package Store</b>	4	5	5	5	5
<b>Beer &amp; Wine Restaurant</b>	4	5	5	4	0
<b>Common Victualler</b>	56	55	54	57	54
<b>Automatic Amusement</b>	126	126	136	136	125
<b>Class I New Car</b>	1	1	1	1	1
<b>Class II Used Car</b>	9	9	10	7	9
<b>Class III Junk Car</b>	1	1	0	0	0

### RECORDS & ARCHIVES MANAGEMENT

Progress continues to be made in working through a considerable backlog of Planning and Zoning files needing organization and digitization thanks to a Community Preservation Grant.

170 Permitting

**Land Use Management Department 2023**



**Summary:**

The Department of Land Use Management (Department) includes Building, Conservation, Planning, and Zoning which is overseen by the Director of Land Use Management (DLUM), who is one of the primary points of contact for residents, prospective residents, developers and new businesses. Staff provides support to several land use boards and commissions (Boards) including, but not limited to, Conservation Commission, Planning Board, and Zoning Board of Appeals. These Boards review the various land use applications according to their respective jurisdictions. The Department is also responsible for enforcing the 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 a variety of support to the Town Manager and the Select Board on an as-needed basis.

Additionally, staff may participate with or provide additional support to several committees including the Economic Development Committee, and the Affordable Housing Trust Committee. Staff also supports the efforts of the Housing Production Plan, Healthy Westford, Healthy Lakes and Ponds, 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 FY23:**

1. Continue working to provide more straightforward guidance on how to better navigate the permitting process by:
  - a. Updating application forms and submittal requirements;

- b. Providing a mechanism for prospective applicants to request zoning opinions on the town's web site;
  - c. Developing a comprehensive list of Frequently Asked Questions about permitting and providing answers on the town's website; and
  - d. Encouraging Pre-Application Meetings and providing means for requesting same on the website.
2. Continue to train and cross-train staff to ensure that accurate information is consistently provided;
  3. Continue to increase transparency of Boards by making information more readily available to the public;
  4. Improve tracking and enforcement of land use matters (including zoning enforcement, monitoring conditions of approval, and management of town-owned conservation land); and
  5. Implement strategic amendments to Planning Board Subdivision Rules & Regulations, Zoning Bylaw, and Wetland Bylaw Rules and Regulations to improve permitting process.

### Summary of Land Use Boards Supported by Department

Fiscal Year	Conservation Commission	Planning Board		Zoning Board of Appeals		Totals
<b>FY12</b>	<b>69</b>	<b>51</b>		<b>37</b>		<b>157</b>
<b>FY13</b>	<b>47</b>	<b>52</b>		<b>52</b>		<b>151</b>
<b>FY14</b>	<b>48</b>	<b>40</b>	6*	<b>50</b>	8*	<b>138 (14)*</b>
<b>FY15</b>	<b>41</b>	<b>49</b>	11*	<b>37</b>	6*	<b>127 (17)*</b>
<b>FY16</b>	<b>84</b>	<b>35</b>	20*	<b>72</b>	6*	<b>191 (26)*</b>
<b>FY17</b>	<b>80</b>	<b>32</b>	7*	<b>40</b>	15*	<b>152 (22)*</b>
<b>FY18</b>	<b>58</b>	<b>28</b>	22*	<b>48</b>	13*	<b>134 (35)*</b>
<b>FY19</b>	<b>51</b>	<b>31</b>	8*	<b>58</b>	0	<b>140 (8)*</b>
<b>FY20</b>	<b>55</b>	<b>37</b>	5*	<b>43</b>	0	<b>135 (5)*</b>
<b>FY21</b>	<b>58</b>	<b>31</b>	10*	<b>32</b>	0	<b>121 (10)*</b>

*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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
ASSISTANT PLANNER	60,195.41	71,591.00	73,382.00	73,382.00	75,216.00	77,098.00	2.50%	1,791.00
DIRECTOR LAND USE MANAGEMENT	115,814.55	123,494.00	125,964.00	125,964.00	125,964.00	125,964.00	2.00%	2,470.00
PERMITTING PROGRAM ASST	73,704.60	75,222.00	76,726.00	76,726.00	76,432.00	76,726.00	2.00%	1,504.00
OTHER SUPPORT STAFF	275.64	3,000.00	1,200.00	1,200.00	1,200.00	1,200.00	-60.00%	(1,800.00)
SCHEDULED OVERTIME	395.57	-	-	-	-	-		-
LONGEVITY	1,200.00	1,200.00	1,450.00	1,450.00	1,450.00	1,450.00	20.83%	250.00
<b>CATEGORY TOTAL</b>	<b>251,585.77</b>	<b>274,507.00</b>	<b>278,722.00</b>	<b>278,722.00</b>	<b>280,262.00</b>	<b>282,438.00</b>	<b>1.54%</b>	<b>4,215.00</b>
<b>EXPENSES</b>								
CLOTHING ALLOWANCE			200.00	200.00	200.00	200.00		200.00
CONTRACTED SERVICES	38,403.96	39,172.00	39,955.00	39,955.00	40,755.00	41,571.00	2.00%	783.00
POSTAGE	1,166.01							-
OFFICE SUPPLIES	1,444.32	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
TRAVEL-MILEAGE	1,300.00	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00	0.00%	-
MEETINGS & CONFERENCES	75.00	-	600.00	600.00	600.00	600.00		600.00
DUES AND MEMBERSHIPS	433.53	694.00	1,230.00	1,230.00	1,230.00	1,230.00	77.23%	536.00
ENCUMBRANCES	750.00							-
<b>CATEGORY TOTAL</b>	<b>43,572.82</b>	<b>44,416.00</b>	<b>46,535.00</b>	<b>46,535.00</b>	<b>47,335.00</b>	<b>48,151.00</b>	<b>4.77%</b>	<b>2,119.00</b>
<b>DEPARTMENT TOTAL</b>	<b>295,158.59</b>	<b>318,923.00</b>	<b>325,257.00</b>	<b>325,257.00</b>	<b>327,597.00</b>	<b>330,589.00</b>	<b>1.99%</b>	<b>6,334.00</b>

### Description of Changes:

Proposed changes consist of a \$4,215 increase to Personal Services due to salary increases per contracts, a \$783 increase to Contracted Services per contract with the Westford Housing Authority, a \$536 increase to Dues and Memberships, and a \$600 increase to level fund from the FY21 Meetings and Conferences line item.

### Programs & Services:

#### *Director of Land Use Management*

1. Manages and coordinates staff resources for Building, Conservation, Planning and Zoning Departments;
2. Provides support to the 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 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, staff evaluations, and mentors staff.

*Assistant Planner*

1. Provides technical support to DLUM, Town Planner and Conservation Resource Planner for land use applications including legal notices, agendas, staff reports, pre-application meetings with applicants, site visits and other work as directed;
2. 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 totaling more than \$470,000;
3. Maintains, tracks, and reports establishment and releases of developer performance bonds totaling \$209,000;
4. Maintains, tracks, and reports accounting for the Affordable Housing Trust Fund totaling over \$889,000;
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:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director of Land Use Management	1.0	EXEM	125,964.00	850.00	126,814.00
Asst. Planner	1.0	OPEIU	73,382.00		73,382.00
Permitting Program Asst	1.0	OPEIU	76,726.00	600.00	77,326.00
Other Support Staff	0.1	NON	1,200.00		1,200.00
<b>Total Personal Services</b>	<b>3.1</b>		<b>277,272.00</b>	<b>1,450.00</b>	<b>278,722.00</b>

## 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 FY23

- Continue coordination between private organizations and town boards/committees to achieve implementation of the 2018 Open Space and Recreation Plan Goals and Objectives.
- Continue to reduce paper copies of permit documents through archive process and lower output of paper copies by use of electronic devices.

**Description of Changes:**

Proposed changes consist of a \$2,105 increase to Personal Services due to increase in line item per OPEIU contract, a \$100 increase to the Meetings and Conferences line item to level service from FY22, a \$30 increase to the Dues and Memberships line item to level service from FY22, and a \$300 increase to the clothing allowance line item per OPEIU contract.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
CONSERVATION RESOURCE PLANNER	88,326.21	84,243.00	86,348.00	86,348.00	88,508.00	90,721.00	2.50%	2,105.00
LONGEVITY	600.00	-	-	-	600.00	600.00		-
<b>CATEGORY TOTAL</b>	<b>88,926.21</b>	<b>84,243.00</b>	<b>86,348.00</b>	<b>86,348.00</b>	<b>89,108.00</b>	<b>91,321.00</b>	<b>2.50%</b>	<b>2,105.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES			300.00	300.00	300.00	300.00		300.00
CONTRACTED CLERICAL SERVICES	4,185.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	527.92	600.00	600.00	600.00	600.00	600.00	0.00%	-
CONSERVATION SUPPLIES	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL - MILEAGE	59.25	300.00	300.00	300.00	300.00	300.00	0.00%	-
MEETINGS & CONFERENCES	175.00	300.00	400.00	400.00	400.00	400.00	33.33%	100.00
DUES AND MEMBERSHIPS	797.00	800.00	830.00	830.00	830.00	830.00	3.75%	30.00
ENCUMBRANCES	370.00							-
<b>CATEGORY TOTAL</b>	<b>6,114.17</b>	<b>6,640.00</b>	<b>7,070.00</b>	<b>7,070.00</b>	<b>7,070.00</b>	<b>7,070.00</b>	<b>6.48%</b>	<b>430.00</b>
<b>DEPARTMENT TOTAL</b>	<b>95,040.38</b>	<b>90,883.00</b>	<b>93,418.00</b>	<b>93,418.00</b>	<b>96,178.00</b>	<b>98,391.00</b>	<b>2.79%</b>	<b>2,535.00</b>

**Programs & Services:**

1. Assist residents with Permitting pursuant to the MA Wetlands Protection Act (WPA) and 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 WPA and Wetlands Bylaw.
4. Enforce WPA and 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 WPA and Wetlands Bylaw.
7. Provide technical review of projects brought to other town boards and committees related to WPA, 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.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Conservation Resource Planner	1.0	OPEIU	86,348.00	-	86,348.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>86,348.00</b>	-	<b>86,348.00</b>

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

The Town Planner provides high-level services to the Planning Board and Zoning Board of Appeals. Each of these boards hears applications and reviews public policies related to development and land management. Applicants rely on the Town Planner to assist them through the permitting process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Town Planner advises on matters of public policy, and coordinates closely with other departments, and follows up to make sure that conditions of approval are satisfied. The Town Planner also coordinates Technical Review meetings on an as-needed basis to review development proposals and to encourage open discussion amongst town departments.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN PLANNER	42,740.08	86,348.00	94,357.00	94,357.00	94,357.00	94,357.00	9.28%	8,009.00
LONGEVITY		-						-
<b>CATEGORY TOTAL</b>	<b>42,740.08</b>	<b>86,348.00</b>	<b>94,357.00</b>	<b>94,357.00</b>	<b>94,357.00</b>	<b>94,357.00</b>	<b>9.28%</b>	<b>8,009.00</b>
<b>EXPENSES</b>								
CLOTHING ALLOWANCE	-	-	200.00	200.00	200.00	200.00		200.00
CONTRACTED CLERICAL SERVICES	4,070.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	2,698.82	1,000.00	1,050.00	1,050.00	1,050.00	1,050.00	5.00%	50.00
PRINTING SERVICES	1,756.20	1,000.00	1,050.00	1,050.00	1,050.00	1,050.00	5.00%	50.00
REGISTRY EXPENSES	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
PLANNING STUDIES	-	1,000.00	15,000.00	7,500.00	15,000.00	10,000.00	650.00%	6,500.00
TRAVEL-MILEAGE	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
MEETINGS & CONFERENCES	-	-	1,000.00	1,000.00	1,000.00	1,000.00		1,000.00
DUES & MEMBERSHIPS	-	382.00	527.00	527.00	527.00	527.00	37.96%	145.00
ENCUMBRANCES	185.00							-
<b>CATEGORY TOTAL</b>	<b>8,710.02</b>	<b>8,422.00</b>	<b>23,867.00</b>	<b>16,367.00</b>	<b>23,867.00</b>	<b>18,867.00</b>	<b>94.34%</b>	<b>7,945.00</b>
<b>DEPARTMENT TOTAL</b>	<b>51,450.10</b>	<b>94,770.00</b>	<b>118,224.00</b>	<b>110,724.00</b>	<b>118,224.00</b>	<b>113,224.00</b>	<b>16.83%</b>	<b>15,954.00</b>

**Goals for FY23**

- Improve application processes for land use boards;
- Assist with implementation of Planning Board Priorities; and
- Aggressively assess and pursue closure of performance bonds and developer escrow accounts.

**Description of Changes:**

Proposed changes consist of a \$3,636 increase to the Town Planner salary per contract obligations, a \$50 increase to both Advertising-Legal and Printing Services for advertising of Zoning Bylaw Amendments and printing of new Zoning Bylaw books, a \$6,500 increase to Planning Studies for the projected cost of the Master Plan, MVP Planning Grant incidentals, COVID Recovery Zoning Initiatives, Economic Development Zoning Initiatives, and possible amendments relative to Electric Vehicle Charging Stations and the Open Space and Residential Development Bylaw, a \$1,000 increase to Meetings/Conferences to be level funded from FY21, a \$145 increase to Dues and Memberships per contract agreement, and a \$200 increase to Uniform Allowances per Union Contract.

**Programs & Services:**

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

**Personnel**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Town Planner	1.0	OPEIU	94,357.00	-	94,357.00
<b>Total Personal Services</b>	<b>1.0</b>		<b>94,357.00</b>	-	<b>94,357.00</b>

**176 Zoning Board of Appeals**

**Mission Statement:**

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

**Goals for FY23**

Process applications in a timely manner with a high degree of professionalism.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
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	-	-	190.00	190.00	190.00	190.00		190.00
ENCUMBRANCES	185.00							-
<b>CATEGORY TOTAL</b>	<b>1,850.00</b>	<b>2,405.00</b>	<b>2,595.00</b>	<b>2,595.00</b>	<b>2,595.00</b>	<b>2,595.00</b>	<b>7.90%</b>	<b>190.00</b>
<b>DEPARTMENT TOTAL</b>	<b>1,850.00</b>	<b>2,405.00</b>	<b>2,595.00</b>	<b>2,595.00</b>	<b>2,595.00</b>	<b>2,595.00</b>	<b>7.90%</b>	<b>190.00</b>

**Description of Changes**

A \$190 increase to Meetings and Conferences to level fund from FY21.

**Programs & Services:**

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

## 192 Town Hall

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
CUSTODIANS	41,350.65	42,142.00	42,142.00	42,142.00	42,142.00	42,142.00	0.00%	-
OVERTIME	1,464.11	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
LONGEVITY	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>44,414.76</b>	<b>45,742.00</b>	<b>45,742.00</b>	<b>45,742.00</b>	<b>45,742.00</b>	<b>45,742.00</b>	<b>0.00%</b>	<b>-</b>
<b>EXPENSES</b>								
CLOTHING ALLOWANCE	482.49	600.00	600.00	600.00	600.00	600.00	0.00%	-
ELECTRICITY	13,625.77	16,500.00	16,500.00	16,000.00	16,500.00	16,500.00	-3.03%	(500.00)
HEATING FUEL	7,111.23	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
WATER	1,874.86	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	0.00%	-
BUILDING MAINTENANCE	718.90	5,000.00	-	-	-	-	-100.00%	(5,000.00)
GROUNDS MAINTENANCE	228.97	250.00	250.00	250.00	250.00	250.00	0.00%	-
VEHICLE MAINTENANCE	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
EQUIPMENT MAINTENANCE	-	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%	-
BLDG MAINT SVCS - HVAC	6,657.12	5,000.00	-	-	-	-	-100.00%	(5,000.00)
BLD MAINT SVCS - GENERATOR & ELECTRIC	755.40	1,000.00	-	-	-	-	-100.00%	(1,000.00)
BLDG MAINT SVCS - ELEVATOR	4,830.50	3,500.00	-	-	-	-	-100.00%	(3,500.00)
BLD MAINT SVCS - FIRE/ALARM	2,091.88	1,000.00	-	-	-	-	-100.00%	(1,000.00)
POSTAGE METER RENTAL	2,557.08	2,500.00	2,600.00	2,600.00	2,600.00	2,600.00	4.00%	100.00
POSTAGE	20,139.83	20,000.00	20,500.00	20,500.00	20,500.00	20,500.00	2.50%	500.00
GASOLINE	-	-	-	-	-	-	-	-
COPIER SUPPLIES	2,764.95	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
BULDING MAINTENANCE SUPPLIES	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
CUSTODIAL/CLEANING SUPPLIES	1,586.12	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
BOTTLED WATER	1,044.90	1,400.00	1,000.00	1,000.00	1,000.00	1,000.00	-28.57%	(400.00)
TRAVEL - MILEAGE	116.48	-	-	-	-	-	-	-
ENCUMBRANCES	2,096.29	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>68,682.77</b>	<b>72,900.00</b>	<b>57,600.00</b>	<b>57,100.00</b>	<b>57,600.00</b>	<b>57,600.00</b>	<b>-21.67%</b>	<b>(15,800.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>113,097.53</b>	<b>118,642.00</b>	<b>103,342.00</b>	<b>102,842.00</b>	<b>103,342.00</b>	<b>103,342.00</b>	<b>-13.32%</b>	<b>(15,800.00)</b>

## Description of Changes:

1. The Electricity line item decreased by \$500 to reflect the FY21 actual usage.
2. All maintenance related line items have been transferred to the 199 Public Buildings budget in an effort to consolidate all line items managed by the Facilities Director.

- 3. Postage Meter Rental increased by \$100 and the Postage line item increased by \$500 based on FY21 actual usage.
- 4. Bottled Water decreased by \$400 based on actual usage in FY21.

**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	42,142.00	1,600.00	43,742.00
Overtime			2,000.00		2,000.00
<b>Total Personal Services</b>	<b>0.8</b>		<b>44,142.00</b>	<b>1,600.00</b>	<b>45,742.00</b>

**Other Information:**

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

## 199 Public Buildings & Properties Maintenance

**Mission Statement:** The mission of the Westford Facilities Department is to maintain a safe and healthy environment that will positively impact the key stakeholders occupying or visiting each building. Our objective is to provide the highest quality of services, while treating each member of the community with courtesy, dignity, and respect. Collectively, the Facilities Department is committed to developing sustainable and efficient infrastructure, designed to promote their green 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 newly reconstructed 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 implementing the 5-year “Town and School Safety Task Force” operation and capital plan, which will have a positive impact on mitigating, preventing, and responding to safety and security related matters.
3. Investigate and recommend cost saving and avoidance measures. Additionally, implement best practice preventative maintenance plans and procedures. Collectively, these will allow for greater accuracy in future budgets and will reduce the amount of unexpected expenses resulting from failed equipment and/or systems.
4. Implement a computerized maintenance management system and asset management system, which will 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. Utilize and maximize the energy performance contract to help achieve the desired results.

### Description of Changes

In FY23, the 199 Public Buildings & Properties Maintenance budget has made efforts to combine public facilities and maintenance operations under one general department. Looking holistically, the intentions behind the newly structured 199 Public Buildings account is to find efficiencies and generalize buildings operations for the Fire, Highway, Police, Historical, Town Hall and remaining public buildings throughout the Town of Westford.

The following appropriations are reallocated from the above-mentioned departments to support the newly restructured and intended 199 Public Buildings & Property Maintenance account to include, Building Maintenance, HVAC, Plumbing, Electrical, Elevator, Generator, Fire/Alarm, Security and Pest Management Services. The following descriptions of changes bellow list the new allocations that each of the above departments have reallocated towards supporting town wide buildings and maintenance. These allocations are appropriated based on past performance allowing many departments to maintain their own general maintenance line, which would only be specific to their department’s functions and not town wide building and maintenance operations.

1. TOWN HALL – \$15,000 transferred to 199 Public Buildings.
2. POLICE – \$24,800 transferred to 199 Public Buildings.

- 3. FIRE/EMS – \$15,000 transferred to 199 Public Buildings.
- 4. HIGHWAY – \$28,500 transferred to 199 Public Buildings.
- 5. HISTORICAL – \$3,200 transferred to 199 Public Buildings.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FACILITIES DIRECTOR	29,979.30	48,927.00	49,905.00	49,905.00	49,905.00	49,905.00	2.00%	978.00
OFFICE MANAGER	14,888.40	15,681.00	15,994.00	15,994.00	15,994.00	15,994.00	2.00%	313.00
FACILITIES OPERATIONS SUPERVISOR	4,620.92	21,158.00	22,950.00	22,950.00	22,950.00	22,950.00	8.47%	1,792.00
CUSTODIAN	10,288.20	10,495.00	10,495.00	10,495.00	10,495.00	10,495.00	0.00%	-
OVERTIME	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
LONGEVITY	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>59,776.82</b>	<b>96,761.00</b>	<b>99,844.00</b>	<b>99,844.00</b>	<b>99,844.00</b>	<b>99,844.00</b>	<b>3.19%</b>	<b>3,083.00</b>
<b>EXPENSES</b>								
ELECTRICITY	6,318.09	1,500.00	6,000.00	6,000.00	6,000.00	6,000.00	300.00%	4,500.00
HEATING FUEL	929.88	3,675.00	3,675.00	1,500.00	3,675.00	3,675.00	-59.18%	(2,175.00)
WATER	19.28	50.00	50.00	50.00	50.00	50.00	0.00%	-
BUILDING MAINTENANCE	497.49	11,224.00	42,300.00	42,300.00	42,300.00	42,300.00	276.87%	31,076.00
GROUNDS MAINTENANCE	950.00	500.00	-	-	-	-	-100.00%	(500.00)
BLDG MAINT SVCS - HVAC	4,518.58	5,000.00	26,500.00	26,500.00	26,500.00	26,500.00	430.00%	21,500.00
BLDG MAINT SVCS -PLUMBING	-	500.00	-	-	-	-	-100.00%	(500.00)
BLDG MAINT SVCS -ELECTRICAL REPAIRS	1,911.34	500.00	-	-	-	-	-100.00%	(500.00)
BLDG MAINT SVCS -PAINT	-	500.00	-	-	-	-	-100.00%	(500.00)
BLDG MAINT SVCS -ROOF	1,436.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
BLDG MAINT SVCS -ELEVATOR	500.00	-	13,000.00	13,000.00	13,000.00	13,000.00	-	13,000.00
BLDG MAINT - GENERATOR	-	-	8,000.00	8,000.00	8,000.00	8,000.00	-	8,000.00
BLDG MAINT - FIRE ALARM	-	-	7,000.00	7,000.00	7,000.00	7,000.00	-	7,000.00
BLDG MAINT - SECURITY	2,127.56	500.00	5,000.00	5,000.00	5,000.00	5,000.00	900.00%	4,500.00
BLDG MAINT - PEST MANAGEMENT	-	-	4,500.00	4,500.00	4,500.00	4,500.00	-	4,500.00
TRAINING & DEVELOPMENT	400.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
CONTRACTED SERVICES	1,455.00	3,000.00	-	-	-	-	-100.00%	(3,000.00)
TRAVEL - MILEAGE	1,200.00	1,100.00	1,200.00	1,200.00	1,200.00	1,200.00	9.09%	100.00
STORMWATER UTILITY FEE	22,725.00	28,650.00	28,650.00	28,650.00	28,650.00	28,650.00	0.00%	-
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>44,988.22</b>	<b>57,849.00</b>	<b>147,025.00</b>	<b>144,850.00</b>	<b>147,025.00</b>	<b>147,025.00</b>	<b>150.39%</b>	<b>87,001.00</b>
<b>DEPARTMENT TOTAL</b>	<b>104,765.04</b>	<b>154,610.00</b>	<b>246,869.00</b>	<b>244,694.00</b>	<b>246,869.00</b>	<b>246,869.00</b>	<b>58.27%</b>	<b>90,084.00</b>

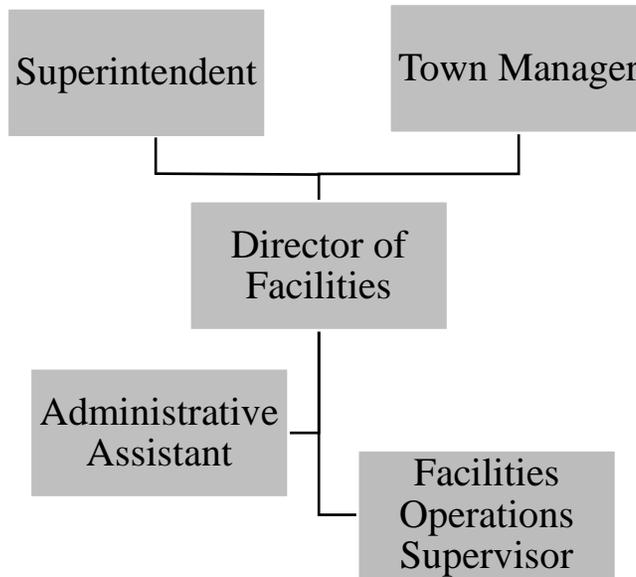
**Programs and Services**

- Provide immediate response to all facility 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:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Facilities Director	0.4	EXEM	49,905.00	-	49,905.00
Office Manager	0.2	NON	15,994.00	-	15,994.00
Facilities Operations Supervisor	0.3	NON	22,950.00	-	22,950.00
Custodian	0.2	CWA	10,495.00	-	10,495.00
Overtime			500.00	-	500.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>99,844.00</b>	-	<b>99,844.00</b>

**Public Buildings & Properties  
Maintenance 2023**



## Public Safety

### 210 Police Department

#### **Mission Statement:**

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

#### **Goals:**

- Work with both town and school departments to improve building and staff safety and security.
- Continue to work with Pedestrian Safety Committee to identify and address safety concerns.
- Continue to pursue any available grant opportunities.
- Continue to strive for the highest degree of professionalism and thoroughness in the delivery of services to the public.
- To enhance and promote public confidence in the department by demonstrating the best professional practices in all areas of policing.
- To work with the Diversity, Equity, and Inclusion Committee.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
POLICE CHIEF	162,372.23	168,000.00	171,360.00	171,360.00	171,360.00	171,360.00	2.00%	3,360.00
DEPUTY CHIEF	143,753.21	164,297.00	167,583.00	167,583.00	167,583.00	167,583.00	2.00%	3,286.00
CAPTAIN	277,669.35	283,564.00	273,855.00	273,855.00	280,878.00	285,972.00	-3.42%	(9,709.00)
LIEUTENANTS	473,046.29	484,736.00	490,942.00	490,942.00	500,034.00	501,766.00	1.28%	6,206.00
SERGEANTS	766,431.60	804,690.00	801,895.00	801,895.00	827,501.00	824,343.00	-0.35%	(2,795.00)
PATROLMEN	2,101,424.72	2,214,516.00	2,332,045.00	2,332,045.00	2,384,526.00	2,408,253.00	5.31%	117,529.00
OFFICE MANAGER	66,864.05	68,202.00	68,202.00	68,202.00	67,940.00	68,202.00	0.00%	-
RECORDS SUPERVISOR-OPERATIONAL	64,477.44	65,772.00	65,772.00	65,772.00	65,520.00	65,772.00	0.00%	-
ADMINISTRATIVE ASSISTANT	54,770.85	55,868.00	55,868.00	55,868.00	55,653.00	55,868.00	0.00%	-
MAINTENANCE WORKER II	51,208.09	56,189.00	56,189.00	56,189.00	55,973.00	56,189.00	0.00%	-
QUINN BILL	67,724.01	37,800.00	42,840.00	42,840.00	42,840.00	42,840.00	13.33%	5,040.00
OVERTIME	305,873.73	396,219.00	396,219.00	396,219.00	396,219.00	396,219.00	0.00%	-
COURT APPEARANCES	20,596.47	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%	-
SPECIAL DETAILS	17,791.41	23,460.00	23,929.00	23,929.00	23,929.00	23,929.00	2.00%	469.00
TRAINING WAGES	38,511.23	61,352.00	61,352.00	61,352.00	61,352.00	61,352.00	0.00%	-
SHIFT DIFFERENTIAL	54,330.08	53,000.00	54,000.00	54,000.00	54,000.00	54,000.00	1.89%	1,000.00
SPECIALTY STIPENDS	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
STIPEND / ACCREDITATION	54,400.00	55,400.00	56,400.00	56,400.00	56,400.00	56,400.00	1.81%	1,000.00
HOLIDAY PAY	187,696.64	183,036.00	202,526.00	202,526.00	206,460.00	208,504.00	10.65%	19,490.00
LONGEVITY	45,350.00	44,550.00	48,850.00	48,850.00	52,250.00	56,950.00	9.65%	4,300.00
ON CALL	26,587.68	28,417.00	29,172.00	29,172.00	29,378.00	29,378.00	2.66%	755.00
RETIREMENT NOTICE INCENTIVE	4,636.00	5,800.00	-	-	-	-	-100.00%	(5,800.00)
SICK TIME BUYBACK	104,754.09	4,669.00	4,763.00	4,763.00	4,669.00	4,669.00	2.01%	94.00
SICK TIME INCENTIVE	5,000.00	5,000.00	5,000.00	5,000.00	5,500.00	5,500.00	0.00%	-
COMP TIME BUYOUT	6,187.42	6,311.00	6,900.00	6,900.00	6,900.00	6,900.00	9.33%	589.00
<b>CATEGORY TOTAL</b>	<b>5,105,456.59</b>	<b>5,314,848.00</b>	<b>5,459,662.00</b>	<b>5,459,662.00</b>	<b>5,560,865.00</b>	<b>5,595,949.00</b>	<b>2.72%</b>	<b>144,814.00</b>

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
PSYCHE/MED TESTING	353.93	3,765.00	2,000.00	2,000.00	2,000.00	2,000.00	-46.88%	(1,765.00)
UNIFORM ALLOWANCES	58,549.70	60,200.00	61,400.00	61,400.00	61,400.00	61,400.00	1.99%	1,200.00
ELECTRICITY	43,119.12	45,000.00	46,838.00	46,838.00	46,838.00	46,838.00	4.08%	1,838.00
NATURAL GAS	15,399.22	17,500.00	19,595.00	19,595.00	19,595.00	19,595.00	11.97%	2,095.00
GENERATOR FUEL - DIESEL	163.02	500.00	-	-	-	-	-100.00%	(500.00)
WATER	3,696.78	3,500.00	3,800.00	3,800.00	3,800.00	3,800.00	8.57%	300.00
MAINTENANCE BLDG & GRD	22,933.46	28,000.00	6,000.00	6,000.00	6,000.00	6,000.00	-78.57%	(22,000.00)
VEHICLE MAINTENANCE	50,784.96	53,000.00	53,000.00	53,000.00	53,000.00	53,000.00	0.00%	-
EQUIPMENT MAINTENANCE	8,075.83	8,409.00	1,200.00	1,200.00	1,200.00	1,200.00	-85.73%	(7,209.00)
COMMUNICATION EQUIP	3,389.99	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
TRAINING CLASSES	12,109.00	33,700.00	31,500.00	31,500.00	31,500.00	31,500.00	-6.53%	(2,200.00)
CONTRACTED SERVICES	-	-	7,000.00	7,000.00	7,000.00	7,000.00		7,000.00
POSTAGE	1,102.12	1,575.00	1,575.00	1,575.00	1,575.00	1,575.00	0.00%	-
TELEPHONE	161.58	-	-	-	-	-		-
ADVERTISING-LEGAL	100.00	400.00	400.00	400.00	400.00	400.00	0.00%	-
GASOLINE	78,280.91	110,000.00	91,200.00	91,200.00	91,200.00	91,200.00	-17.09%	(18,800.00)
OFFICE SUPPLIES	5,473.39	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
EQUIPMENT	19,192.33	12,000.00	9,900.00	9,900.00	9,900.00	9,900.00	-17.50%	(2,100.00)
PRISONER MEALS	252.35	300.00	300.00	300.00	300.00	300.00	0.00%	-
FIREARMS SUPPLIES	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	0.00%	-
DEFENSIVE TACTICS EQUIPMENT	6,856.45	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
PHOTOGRAPHIC	3,853.39	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	662.00	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	0.00%	-
TRAVEL - MILEAGE	131.65	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES	200.00	6,300.00	6,300.00	6,300.00	6,300.00	6,300.00	0.00%	-
DUES & MEMBERSHIPS	8,631.32	8,834.00	8,634.00	8,634.00	8,634.00	8,634.00	-2.26%	(200.00)
NEMLEC	5,897.00	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00	0.00%	-
VEHICLES/CRUISERS	125,028.79	142,718.00	210,528.00	157,896.00	210,528.00	210,528.00	10.63%	15,178.00
OFFICE FURNITURE	499.98	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENCUMBRANCES	4,524.40							-
<b>CATEGORY TOTAL</b>	<b>495,422.67</b>	<b>583,346.00</b>	<b>608,815.00</b>	<b>556,183.00</b>	<b>608,815.00</b>	<b>608,815.00</b>	<b>-4.66%</b>	<b>(27,163.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>5,600,879.26</b>	<b>5,898,194.00</b>	<b>6,068,477.00</b>	<b>6,015,845.00</b>	<b>6,169,680.00</b>	<b>6,204,764.00</b>	<b>1.99%</b>	<b>117,651.00</b>

**Description of Changes:**

The overall FY23 requested Police budget is a 1.99% increase from FY22 and includes the addition of one new officer. The Chief's request of one final additional officer is the result of a multi-year review of staffing levels in the Westford Police Department and communities of similar size. The position fulfills the recommended staffing changes based on a 2017 analysis with the Finance Committee, Select Board, and Fire Department. With the addition of the new position and other contractual obligations, the increase to Personal Services is 2.11% over FY22.

Expenses are requested to increase by 0.91% for FY23. After working closely with the Director of Facilities and the Finance Director, opportunities for efficiencies were identified and some maintenance and inspection services were transferred to the Public Buildings and Properties Maintenance Department. In addition, the introduction of three new hybrid police vehicles purchased in FY22 will reduce the anticipated gasoline consumption by \$12,000 in FY23. Increases to the Expense Budget are a result of rising utility costs and the Police Department's commitment to purchase additional hybrid gasoline patrol vehicles.

**Programs & Services:**

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

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

**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.

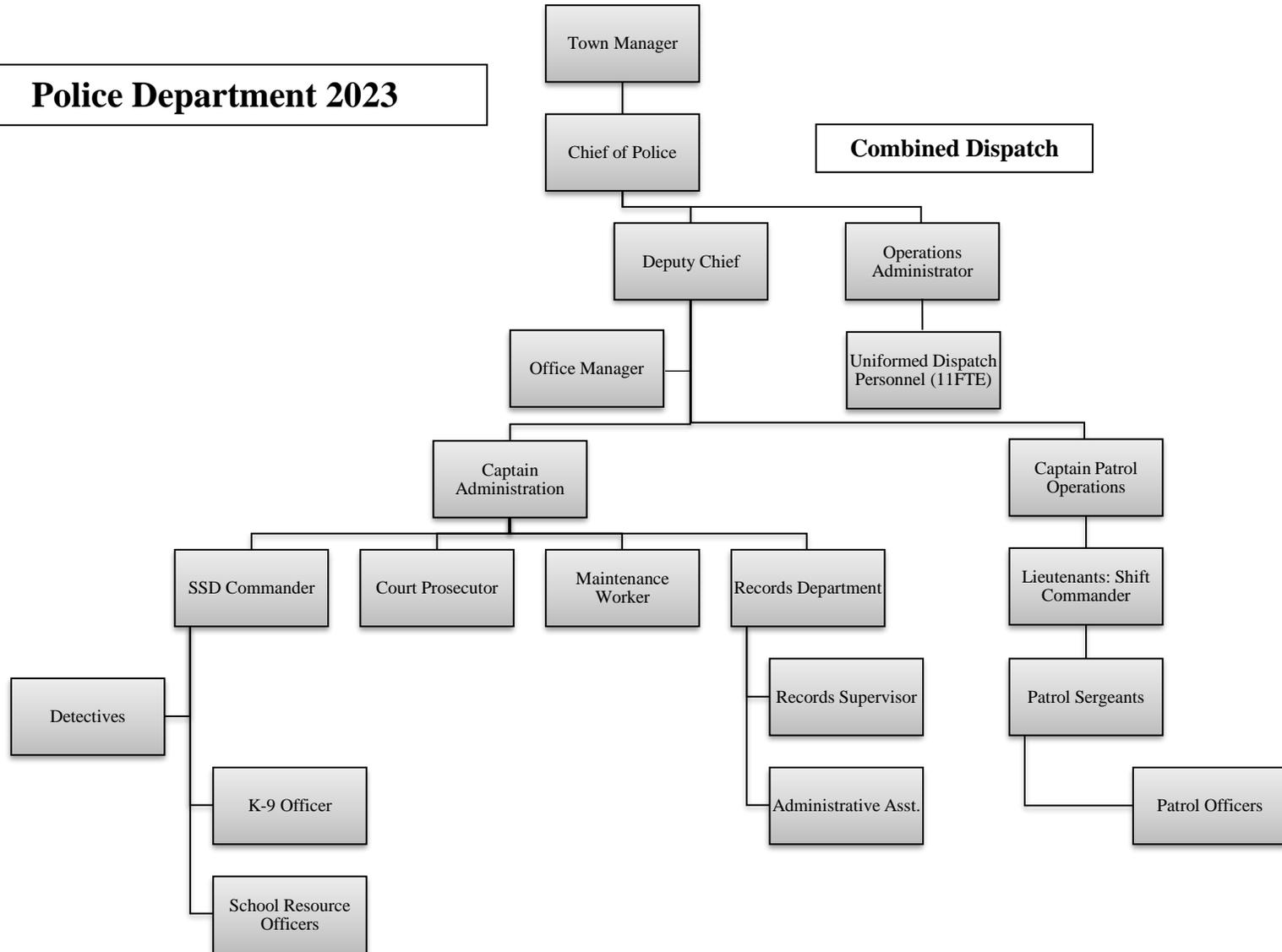
**SCHOOL RESOURCE OFFICER:** Nashoba Valley Technical High School and Westford Academy each have an SRO assigned in their respective schools and they fully fund the position from their school budgets. The SROs assigned are experienced, trained officers. The mission of the SROs is to improve school safety 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.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Accreditation</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Police Chief	1.0	EXEM	171,360.00	1,600.00	1,500.00	42,840.00	3,939.00	221,239.00
Deputy Police Chief	1.0	EXEM	167,583.00	2,600.00	1,500.00		3,852.00	175,535.00
Captain	2.0	WSO	273,855.00	3,700.00	3,000.00		13,431.00	293,986.00
Lieutenant	4.0	WSO	490,942.00	4,900.00	6,000.00		24,077.00	525,919.00
Sergeant	8.0	WPA	801,895.00	12,300.00	8,000.00		39,327.00	861,522.00
Patrolman	34.0	WPA	2,332,045.00	20,450.00	34,000.00		117,900.00	2,504,395.00
Office Manager	1.0	OPEIU	68,202.00	600.00	600.00			69,402.00
Records Supervisor Admin	1.0	CWA	65,772.00	2,100.00	600.00			68,472.00
Administrative Asst.	1.0	CWA	55,868.00	600.00	600.00			57,068.00
Maintenance Worker II	1.0	CWA	56,189.00		600.00			56,789.00
Overtime			396,219.00					396,219.00
Court Appearances			40,000.00					40,000.00
Special Details			23,929.00					23,929.00
Training Wages			61,352.00					61,352.00
Shift Differential			54,000.00					54,000.00
Specialty Stipends			4,000.00					4,000.00
On Call Pay			29,172.00					29,172.00
Retirement Notice Incentive			-					-
Sick Time Buyback			4,763.00					4,763.00
Sick Time Incentive			5,000.00					5,000.00
Comp Time Buyout			6,900.00					6,900.00
<b>Total Personal Services</b>	<b>54.0</b>		<b>5,109,046.00</b>	<b>48,850.00</b>	<b>56,400.00</b>	<b>42,840.00</b>	<b>202,526.00</b>	<b>5,459,662.00</b>

**Police Department 2023**



## 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:**

All increases in Personal Services represent contractual changes.

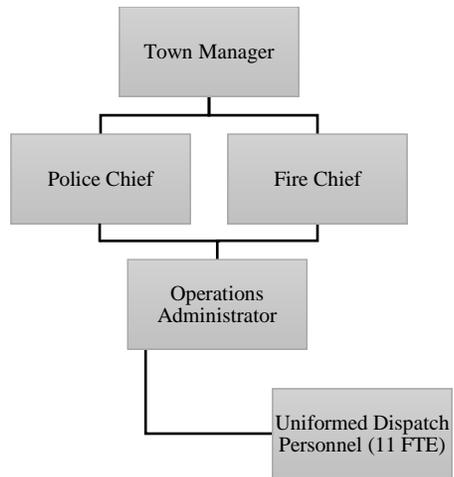
Since the inception and implantation of Combined Dispatch (2015), the department has requested a 12<sup>th</sup> Telecommunicator be added. Last fiscal year we opted to withhold this request due to the pandemic, however, we did put this request back into the budget for FY23. Regrettably this was not able to be approved by the Town Manager. I want to emphasize the long-time national issue with a shortage of interest in this position, and the well documented low retention rate of Telecommunicators once hired. We operate short staffed 50% to 80% of the time. A 12<sup>th</sup> would allow the department to reduce stress on employees and additional overtime when we are short. The reason I am adding this here is to impress the importance and put it on the forefront for FY24 if not sooner.

The total budget increase is 1.68%.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
UNIFORMED DISPATCH PERS	524,452.23	591,322.00	642,041.00	597,899.00	652,709.00	661,029.00	1.11%	6,577.00
OPERATIONS ADMINISTRATOR	90,214.80	94,357.00	94,357.00	94,357.00	93,996.00	94,357.00	0.00%	-
OVERTIME	76,224.51	90,640.00	92,500.00	92,500.00	92,500.00	92,500.00	2.05%	1,860.00
HOLIDAY OVERTIME	14,125.94	11,200.00	14,126.00	14,126.00	14,500.00	14,500.00	26.13%	2,926.00
TRAINING WAGES	1,326.60	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SHIFT DIFFERENTIAL	14,492.54	16,639.00	18,597.00	16,639.00	18,597.00	18,597.00	0.00%	-
STIPEND / ACCREDITATION	6,825.00	7,200.00	7,800.00	7,200.00	7,800.00	7,800.00	0.00%	-
HOLIDAY PAY	26,346.47	27,188.00	31,980.00	29,781.00	32,511.00	31,000.00	9.54%	2,593.00
LONGEVITY	6,850.00	8,050.00	8,300.00	8,300.00	8,900.00	9,500.00	3.11%	250.00
<b>CATEGORY TOTAL</b>	<b>760,858.09</b>	<b>847,596.00</b>	<b>910,701.00</b>	<b>861,802.00</b>	<b>922,513.00</b>	<b>930,283.00</b>	<b>1.68%</b>	<b>14,206.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	6,140.18	8,190.00	8,505.00	8,190.00	8,505.00	8,505.00	0.00%	-
COMMUNICATIONS EQUIPMENT	1,566.85	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00	0.00%	-
TRAINING		2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
CONTRACTED SERVICES	28,787.20	29,900.00	30,797.00	30,797.00	31,721.00	32,673.00	3.00%	897.00
OFFICE SUPPLIES	478.44	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
MEETINGS & CONFERENCES	437.00	600.00	600.00	600.00	600.00	600.00	0.00%	-
DUES & MEMBERSHIPS	950.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>38,359.67</b>	<b>52,540.00</b>	<b>53,752.00</b>	<b>53,437.00</b>	<b>54,676.00</b>	<b>55,628.00</b>	<b>1.71%</b>	<b>897.00</b>
<b>DEPARTMENT TOTAL</b>	<b>799,217.76</b>	<b>900,136.00</b>	<b>964,453.00</b>	<b>915,239.00</b>	<b>977,189.00</b>	<b>985,911.00</b>	<b>1.68%</b>	<b>15,103.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Stipend/ Accreditation	Holiday Pay	Total
Uniformed Dispatch Pers	11.0	CWA	597,899.00	5,700.00	6,600.00	29,781.00	639,980.00
Operations Administrator	1.0	OPEIU	94,357.00	2,600.00	600.00	-	97,557.00
Overtime			92,500.00				92,500.00
Holiday Overtime			14,126.00				14,126.00
Training Wages			1,000.00				1,000.00
Shift Differential			16,639.00				16,639.00
<b>Total Personal Services</b>	<b>12.0</b>		<b>816,521.00</b>	<b>8,300.00</b>	<b>7,200.00</b>	<b>29,781.00</b>	<b>861,802.00</b>



**Public Safety Communications  
2023**

## 220 Fire Department

### Mission Statement:

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

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

### To achieve this, our department will:

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

### Goals:

- To update the Rules & Regulations for the Westford Fire Department.
- To evaluate current Standard Operating Guidelines (SOG's) and work on OSHA/DLS compliance.
- To refine procedures and policies with new Public Safety Communications Center.
- To evaluate current equipment replacement schedule.
- To evaluate Fire Department staffing issues.
- To work with the Town Farm Task Force and town departments for the construction of a new fire training facility.

### Description of Changes:

- The IAFF CBA was settled in the fall of FY22 so the FY23 personal services budget reflects a 2% COLA and step increases.
- Our liability is increasing for Vacation/Sick/Personal time as are the back-to-back calls the department is handling which can reduce the available in-town staff by over 50%. Additional overtime will be used for shift callbacks and to allow for full staffing of our shifts to nine more regularly. For the FY20 Fire/Ambulance overtime, there were a total 16,475 hours taken off and 8,386 (51.0%) overtime hours filled at an average rate of \$52.75.
- The changes in Education represents an increase in Firefighters seeking education and the retirement of personnel from last year.

- The remaining increases in Personal Services are represented by contractual obligations such as the step raises, longevity, and adding one Paramedic/Firefighter position that will bring two shifts to the recommended staffing level of 11 per shift from the 2017 study.
- Most of the Fire/Ambulance Operating Budget changes are due to adjustments in the natural gas, electricity, gasoline, and diesel estimates.
- Most of the Building Maintenance budget was transferred to the 199 Public Buildings budget.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FIRE CHIEF	153,426.76	161,626.00	164,858.00	164,858.00	164,858.00	164,858.00	2.00%	3,232.00
DEPUTY CHIEF	107,001.73	116,000.00	118,320.00	118,320.00	118,320.00	118,320.00	2.00%	2,320.00
FIRE PREVENTION OFFICER	86,756.40	91,141.00	92,979.00	92,979.00	94,453.00	94,817.00	2.02%	1,838.00
CAPTAINS	360,705.12	382,793.00	390,511.00	390,511.00	398,228.00	398,228.00	2.02%	7,718.00
LIEUTENANTS	331,053.85	351,573.00	358,589.00	358,589.00	365,781.00	365,781.00	2.00%	7,016.00
FIREFIGHTERS	1,609,929.08	1,715,970.00	1,839,293.00	1,839,293.00	2,032,531.00	2,038,516.00	7.19%	123,323.00
CALL FIREFIGHTERS	771.03	750.00	500.00	500.00	500.00	500.00	-33.33%	(250.00)
OFFICE MANAGER	66,863.94	68,202.00	68,202.00	68,202.00	67,940.00	68,202.00	0.00%	-
OVERTIME	385,763.04	443,785.00	405,000.00	405,000.00	415,000.00	415,000.00	-8.74%	(38,785.00)
HOLIDAY OVERTIME	44,493.79	47,509.00	46,959.00	46,959.00	46,959.00	46,959.00	-1.16%	(550.00)
TRAINING	15,800.65	21,265.00	20,300.00	20,300.00	21,000.00	21,000.00	-4.54%	(965.00)
EDUCATION INCENTIVE	146,742.25	152,733.00	153,016.00	153,016.00	158,566.00	158,715.00	0.19%	283.00
CALL FF STIPENDS	400.00	400.00	400.00	400.00	400.00	400.00	0.00%	-
EMT STIPENDS	6,497.72	6,994.00	7,080.00	7,080.00	7,080.00	7,080.00	1.23%	86.00
HOLIDAY PAY	117,008.67	139,804.00	147,304.00	147,304.00	157,778.00	158,054.00	5.36%	7,500.00
LONGEVITY	39,900.00	45,100.00	45,850.00	45,850.00	47,850.00	51,500.00	1.66%	750.00
SICK LEAVE / VACATION BUY BACK	315.38							-
<b>CATEGORY TOTAL</b>	<b>3,473,429.41</b>	<b>3,745,645.00</b>	<b>3,859,161.00</b>	<b>3,859,161.00</b>	<b>4,097,244.00</b>	<b>4,107,930.00</b>	<b>3.03%</b>	<b>113,516.00</b>

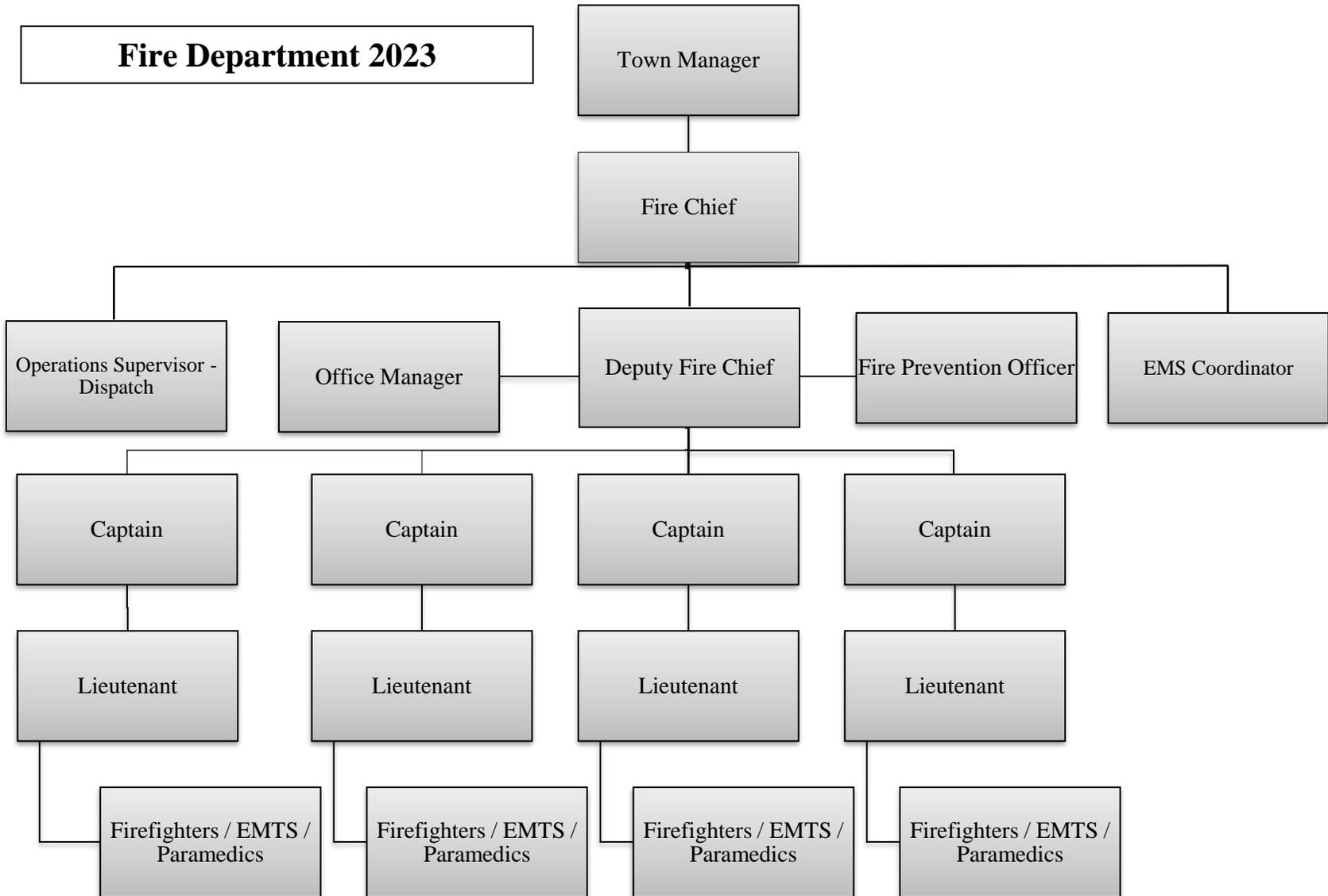
DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
PRE-EMPLOYMENT MEDICAL EXPENSES	-							-
UNIFORM ALLOWANCES	30,210.77	39,250.00	42,000.00	42,000.00	42,000.00	42,000.00	7.01%	2,750.00
ELECTRICITY	26,022.09	32,410.00	30,473.00	30,473.00	31,082.00	31,704.00	-5.98%	(1,937.00)
NATURAL GAS	40,073.51	24,000.00	43,833.00	43,833.00	44,710.00	45,605.00	82.64%	19,833.00
WATER	9,082.90	6,000.00	7,000.00	7,000.00	7,200.00	7,500.00	16.67%	1,000.00
SEWER/SEPTIC	3,635.00	2,000.00	3,500.00	3,500.00	3,550.00	3,650.00	75.00%	1,500.00
BUILDING MAINTENANCE	20,966.12	38,966.00	20,000.00	5,000.00	5,000.00	5,000.00	-87.17%	(33,966.00)
GROUNDS MAINTENANCE	2,030.22	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
VEHICLE MAINTENANCE	52,162.44	30,000.00	32,000.00	32,000.00	33,500.00	35,000.00	6.67%	2,000.00
EQUIPMENT MAINTENANCE	9,226.89	9,500.00	9,500.00	9,500.00	10,500.00	12,000.00	0.00%	-
COMMUNICATIONS EQUIP	9,273.25	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
TRAINING & DEVELOPMENT	3,388.78	7,150.00	7,150.00	6,000.00	7,500.00	8,500.00	-16.08%	(1,150.00)
POSTAGE	195.10	300.00	300.00	300.00	300.00	300.00	0.00%	-
ADVERTISING-LEGAL	-	250.00	200.00	200.00	200.00	200.00	-20.00%	(50.00)
PRINTING SERVICES	552.25	200.00	300.00	300.00	300.00	300.00	50.00%	100.00
FIRE ALARM PURCHASED SERVICES	33,875.95	35,700.00	36,414.00	36,414.00	36,414.00	36,414.00	2.00%	714.00
GASOLINE	21,687.00	50,746.00	31,888.00	31,888.00	32,500.00	33,200.00	-37.16%	(18,858.00)
OFFICE SUPPLIES	1,018.97	1,500.00	1,200.00	1,200.00	1,200.00	1,250.00	-20.00%	(300.00)
HARDWARE SUPPLIES	521.15	600.00	600.00	600.00	600.00	600.00	0.00%	-
PROTECTIVE CLOTHING	22,131.36	32,000.00	34,560.00	34,560.00	34,560.00	36,225.00	8.00%	2,560.00
BUILDING MAINTENANCE SUPPLIES	261.50	500.00	350.00	350.00	350.00	350.00	-30.00%	(150.00)
CUSTODIAL / CLEANING SUPPLIES	5,972.69	3,200.00	4,500.00	4,500.00	5,000.00	5,000.00	40.63%	1,300.00
VEHICULAR PARTS & ACCESSORIES	48,705.27	26,500.00	28,000.00	28,000.00	28,500.00	29,000.00	5.66%	1,500.00
VEHICULAR TIRES & TUBES	7,647.10	4,000.00	5,000.00	5,000.00	5,200.00	5,500.00	25.00%	1,000.00
BOTTLED WATER	4,294.70	3,200.00	3,250.00	3,250.00	3,500.00	3,500.00	1.56%	50.00
FIREFIGHTING SUPPLIES	14,535.96	17,000.00	17,500.00	17,500.00	18,000.00	18,000.00	2.94%	500.00
TRAVEL-MILEAGE	447.83	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
MEETINGS & CONFERENCES	520.08	-	1,500.00	1,500.00	1,500.00	1,500.00		1,500.00
DUES & MEMBERSHIPS	15,009.15	14,925.00	15,000.00	15,000.00	15,000.00	15,000.00	0.50%	75.00
ENCUMBRANCES	3,345.02							-
<b>CATEGORY TOTAL</b>	<b>386,793.05</b>	<b>393,397.00</b>	<b>389,518.00</b>	<b>373,368.00</b>	<b>381,666.00</b>	<b>390,798.00</b>	<b>-5.09%</b>	<b>(20,029.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>3,860,222.46</b>	<b>4,139,042.00</b>	<b>4,248,679.00</b>	<b>4,232,529.00</b>	<b>4,478,910.00</b>	<b>4,498,728.00</b>	<b>2.26%</b>	<b>93,487.00</b>

**Programs & Services:**

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

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>EMT Stipend</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Fire Chief	1.0	EXEM	164,858.00	2,600.00	4,122.00	19,736.00	8,211.00	199,527.00
Deputy Fire Chief	1.0	EXEM	118,320.00	1,600.00	2,958.00	14,457.00	5,894.00	143,229.00
Fire Prevention Officer	1.0	IAFF	92,979.00	2,100.00		2,725.00	4,275.00	102,079.00
Captain	4.0	IAFF	390,511.00	8,900.00		34,407.00	19,451.00	453,269.00
Lieutenant	4.0	IAFF	358,589.00	6,400.00		26,693.00	17,861.00	409,543.00
FF/ Medic / EMT	24.0	IAFF	1,839,293.00	23,150.00		54,998.00	91,612.00	2,009,053.00
Call Firefighters			500.00		400.00			900.00
Office Manager	1.0	OPEIU	68,202.00	1,100.00				69,302.00
Overtime			405,000.00					405,000.00
Holiday Overtime			46,959.00					46,959.00
Training Wages			20,300.00					20,300.00
<b>Total Personal Services</b>	<b>36.0</b>		<b>3,505,511.00</b>	<b>45,850.00</b>	<b>7,480.00</b>	<b>153,016.00</b>	<b>147,304.00</b>	<b>3,859,161.00</b>



## 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 enforcement of state and local laws, bylaws, and regulations.

The Building Department is charged with the enforcement and interpretation of 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 enforces compliance with conditions of approval on Variances and Special Permits granted by the Zoning Board of Appeals and assists with enforcement of Planning Board conditions of approval. The Building Department issues permits for all construction regulated by the State Building Codes and performs all related inspections.

### Goals:

- Continue to provide quality customer service.
- Maintain and update the Building Department website.
- Provide updated information on all new Building Codes.
- Continue to operate during the Covid-19 pandemic.

### Description of Changes:

- An Alternate Building Inspector was added to assist the Building Department.
- Online permitting began in October 2021 for gas, plumbing, electrical, siding, doors, windows, and weatherization.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
BUILDING COMMISSIONER	98,430.04	105,000.00	107,100.00	107,100.00	107,100.00	107,100.00	2.00%	2,100.00
LOCAL BUILDING INSPECTOR	37,685.81	80,184.00	82,190.00	82,190.00	84,243.00	86,348.00	2.50%	2,006.00
BUILDING INSPECTOR COVERAGE		5,000.00	5,100.00	5,100.00	5,100.00	5,100.00	2.00%	100.00
WIRING INSPECTOR	56,074.20	49,525.00	50,516.00	50,516.00	50,516.00	50,516.00	2.00%	991.00
WIRING INSPECTOR COVERAGE		7,000.00	7,140.00	7,140.00	7,140.00	7,140.00	2.00%	140.00
GAS & PLUMBING INSPECTOR	49,388.67	49,277.00	50,269.00	50,269.00	50,269.00	50,269.00	2.01%	992.00
GAS & PLUMBING COVERAGE		7,000.00	7,140.00	7,140.00	7,140.00	7,140.00	2.00%	140.00
ZONING ENFORCEMENT INSPECTOR	16,573.50							-
RECORDS SUPERVISOR II	66,496.56	67,828.00	67,828.00	67,828.00	67,568.00	67,828.00	0.00%	-
INTERN/DMS SUPPORT	10,720.58	10,379.00	10,586.00	10,586.00	10,586.00	10,586.00	1.99%	207.00
LONGEVITY	4,079.00	4,072.00	3,272.00	3,272.00	3,934.00	4,434.00	-19.65%	(800.00)
TRAVEL - MILEAGE	8,730.00	11,040.00	8,400.00	8,400.00	8,400.00	8,400.00	-23.91%	(2,640.00)
<b>CATEGORY TOTAL</b>	<b>348,178.36</b>	<b>396,305.00</b>	<b>399,541.00</b>	<b>399,541.00</b>	<b>401,996.00</b>	<b>404,861.00</b>	<b>0.82%</b>	<b>3,236.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	-	300.00	600.00	600.00	600.00	600.00	100.00%	300.00
VEHICLE MAINTENANCE	582.31	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAINING & DEVELOPMENT		-						-
PRINTING SERVICES	135.00	300.00	300.00	300.00	300.00	300.00	0.00%	-
MICROFILMING SERVICE (ARCHIVING)	-	4,700.00	4,700.00	4,700.00	4,700.00	4,700.00	0.00%	-
GASOLINE	620.68	670.00	700.00	700.00	700.00	700.00	4.48%	30.00
OFFICE SUPPLIES	577.30	400.00	500.00	500.00	500.00	500.00	25.00%	100.00
BOOKS & SUBSCRIPTIONS	360.00	500.00	750.00	750.00	750.00	750.00	50.00%	250.00
TRAVEL - MILEAGE	2,112.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
MEETINGS & CONFERENCES	745.00	-	-	-	-	-		-
DUES AND MEMBERSHIPS	-	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>5,132.29</b>	<b>11,470.00</b>	<b>12,150.00</b>	<b>12,150.00</b>	<b>12,150.00</b>	<b>12,150.00</b>	<b>5.93%</b>	<b>680.00</b>
<b>DEPARTMENT TOTAL</b>	<b>353,310.65</b>	<b>407,775.00</b>	<b>411,691.00</b>	<b>411,691.00</b>	<b>414,146.00</b>	<b>417,011.00</b>	<b>0.96%</b>	<b>3,916.00</b>

**Programs & Services:**

**1) Baseline Functions**

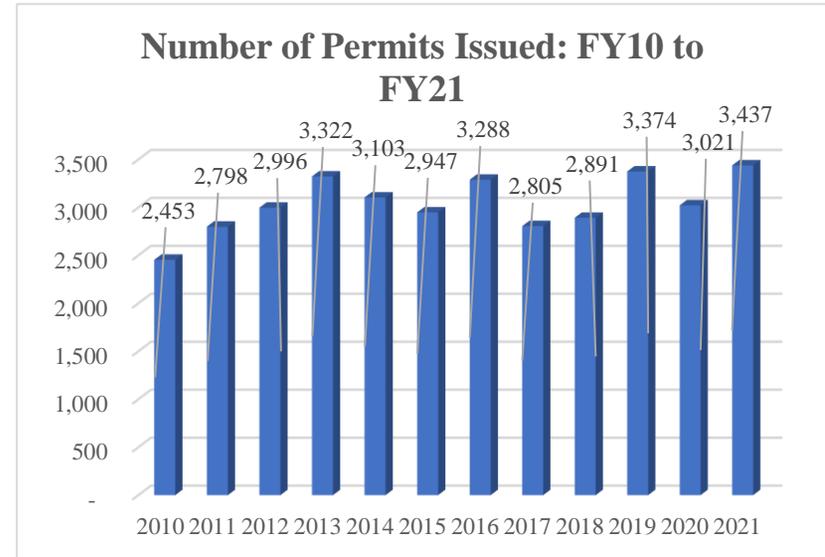
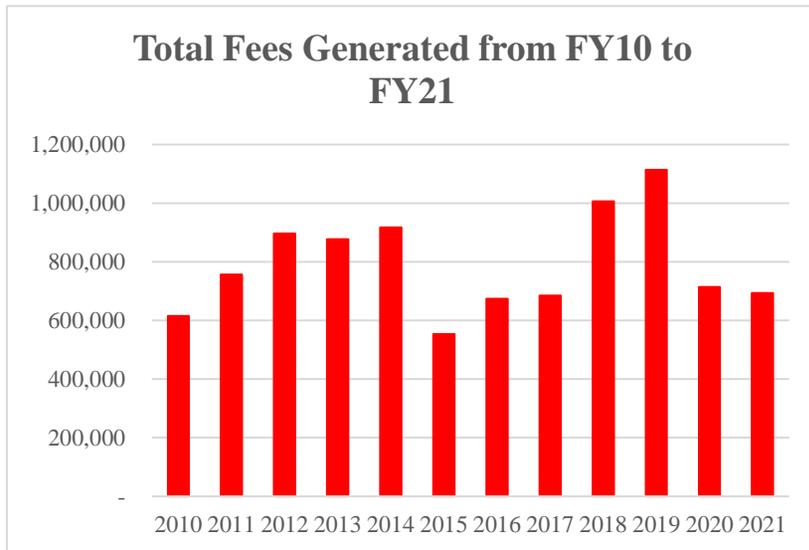
- a) Issuance of permits
- b) Documenting inspections
- c) Addressing / house numbering; coordination with E-911
- d) FEMA / floodplain permitting
- e) ADA Coordinator and primary resource for MA Architectural Access Board
- f) Annual inspections of town facilities
- g) Monthly reports on permitting activity to Dodge Reports (Banker & Tradesman, etc.)

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

**2) Value Added**

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

**Other Metrics:**



**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Add'l Coverage</b>	<b>Total</b>
Building Commissioner	1.0	EXEM	107,100.00	600.00		107,700.00
Assistant Building Inspector	1.0	OPEIU	82,190.00		5,100.00	87,290.00
Records Supervisor II	1.0	CWA	67,828.00	1,600.00		69,428.00
Wiring Inspector	0.7	NON	50,516.00	1,072.00	7,140.00	58,728.00
Gas & Plumbing Inspector	0.7	NON	50,269.00		7,140.00	57,409.00
Intern		NON	10,586.00			10,586.00
Travel - Mileage			8,400.00			8,400.00
<b>Total Personal Services</b>	<b>4.4</b>		<b>376,889.00</b>	<b>3,272.00</b>	<b>19,380.00</b>	<b>399,541.00</b>

**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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
CONTRACTED SERVICES	-	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
ENCUMBRANCES	3,000.00							-
<b>CATEGORY TOTAL</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>0.00%</b>	<b>-</b>

**Description of Changes:** There are no changes to the FY23 budget.

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

The table below shows the inspections between FY15 and FY19. FY20-FY21 reporting was delayed due to the COVID-19 pandemic.

Program Metrics	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
Scale Inspections (Various sizes)	84	66	113	137	12
Fuel Meter Inspections	126	126	123	200	129
Electronic Checkout Scanner Inspections	0	0	48	0	0
Complaints Investigated	0	0	0	0	0
Revenue Collected	\$5,350	\$4,075	\$6,900	\$6,090	\$5,265

**291 Emergency Management**

**Mission Statement:**

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

**Description of Changes:**

The personal services budget is increased by the non-union COLA amount, and the expense budget is level funded for FY23.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
CO-DIRECTOR	4,570.00	4,662.00	4,755.00	4,755.00	4,755.00	4,755.00	1.99%	93.00
CO-DIRECTOR	4,570.00	4,662.00	4,755.00	4,755.00	4,755.00	4,755.00	1.99%	93.00
<b>CATEGORY TOTAL</b>	<b>9,140.00</b>	<b>9,324.00</b>	<b>9,510.00</b>	<b>9,510.00</b>	<b>9,510.00</b>	<b>9,510.00</b>	<b>1.99%</b>	<b>186.00</b>
<b>EXPENSES</b>								
VEHICLE MAINTENANCE	868.09	100.00	100.00	100.00	100.00	100.00	0.00%	-
EQUIPMENT MAINTENANCE	299.99	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%	-
COMMUNICATIONS EQUIP MAINT	66.17							-
VEHICULAR PARTS & ACCESSORIES	1,089.96	200.00	200.00	200.00	200.00	200.00	0.00%	-
OTHER PUBLIC SAFETY SUPPLIES	125.79	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%	-
ADDITIONAL EQUIPMENT								-
<b>CATEGORY TOTAL</b>	<b>2,450.00</b>	<b>2,450.00</b>	<b>2,450.00</b>	<b>2,450.00</b>	<b>2,450.00</b>	<b>2,450.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>11,590.00</b>	<b>11,774.00</b>	<b>11,960.00</b>	<b>11,960.00</b>	<b>11,960.00</b>	<b>11,960.00</b>	<b>1.58%</b>	<b>186.00</b>

**Programs & Services:**

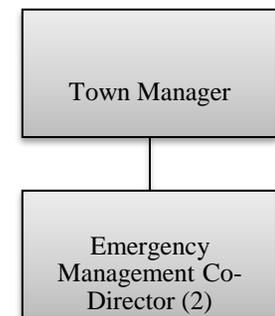
- Coordinates with the Town Manager, department heads, and community officials, and with any local, state, or federal agency as necessary to ensure the effective administration of the Westford Emergency Management Agency.
- Coordinates and directs the planning, organization, control, and implementation 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 Continuanace of Operation Plan (COOP).
- Attend department head meetings, regional Local Emergency Planning Committee (LEPC) meetings, local directors meeting and other meetings as directed by the town and MEMA. Works with regional Homeland Security Council.

Emergency Management  
2023

**Personnel:**

Position	FTE	Unit	Salary	Total
Co-Director		NON	4,755.00	4,755.00
Co-Director		NON	4,755.00	4,755.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>9,510.00</b>	<b>9,510.00</b>



**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:**

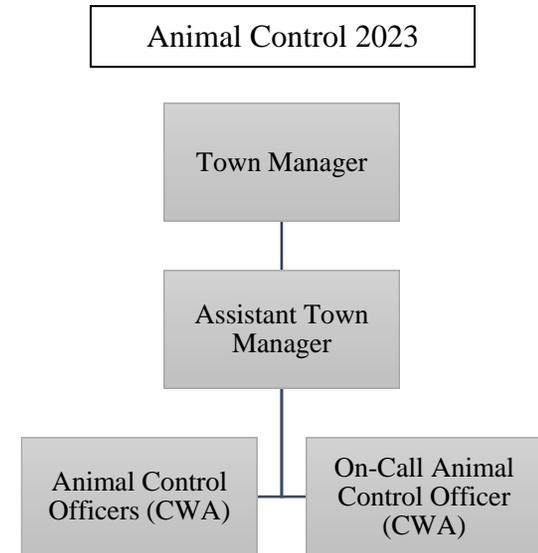
- Continue our commitment to customer service and help residents address animal control related issues.
- Establish agreement with surrounding community for housing animals, when required.
- Promote employee training and continuing education.

**Description of Changes:**

The proposed FY23 Animal Control budget is increasing by 2.66%, with an increase of \$577 to personal services and \$600 to expenses. We continue to monitor the impacts of shifting our department staffing and have realized positive results with having multiple part-time employees instead of one full-time employee running the department.

**Programs & Services:**

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



DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
ANIMAL CONTROL OFFICER	39,166.09	35,390.00	33,467.00	33,467.00	34,423.00	35,419.00	-5.43%	(1,923.00)
VACATION / SICK / EMERG.OVERTIME	4,560.57	5,000.00	7,500.00	7,500.00	7,500.00	7,500.00	50.00%	2,500.00
LONGEVITY					128.00	128.00		-
<b>CATEGORY TOTAL</b>	<b>43,726.66</b>	<b>40,390.00</b>	<b>40,967.00</b>	<b>40,967.00</b>	<b>42,051.00</b>	<b>43,047.00</b>	<b>1.43%</b>	<b>577.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	651.50	875.00	875.00	875.00	875.00	875.00	0.00%	-
ELECTRICITY	237.69	300.00	300.00	300.00	300.00	300.00	0.00%	-
WATER / SEWER	19.28	100.00	100.00	100.00	100.00	100.00	0.00%	-
KENNEL MAINTENANCE		-	-	-	-	-		-
VEHICLE MAINTENANCE	175.14	100.00	100.00	100.00	100.00	100.00	0.00%	-
GASOLINE	596.73	1,500.00	1,000.00	1,000.00	1,000.00	1,000.00	-33.33%	(500.00)
OFFICE SUPPLIES		-	-	-	-	-		-
CUSTODIAL / CLEANING SUPPLIES		-	-	-	-	-		-
VETERINARY SERVICES	333.05	500.00	500.00	500.00	500.00	500.00	0.00%	-
ANIMAL CONTROL SUPPLIES	136.04	500.00	500.00	500.00	500.00	500.00	0.00%	-
MEETINGS & CONFERENCES		-	1,000.00	1,000.00	1,000.00	1,000.00		1,000.00
DUES AND MEMBERSHIPS		-	100.00	100.00	100.00	100.00		100.00
ENCUMBRANCES	950.00							-
<b>CATEGORY TOTAL</b>	<b>3,099.43</b>	<b>3,875.00</b>	<b>4,475.00</b>	<b>4,475.00</b>	<b>4,475.00</b>	<b>4,475.00</b>	<b>15.48%</b>	<b>600.00</b>
<b>DEPARTMENT TOTAL</b>	<b>46,826.09</b>	<b>44,265.00</b>	<b>45,442.00</b>	<b>45,442.00</b>	<b>46,526.00</b>	<b>47,522.00</b>	<b>2.66%</b>	<b>1,177.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officer	0.5	CWA	33,467.00	-	33,467.00
Vacation / Sick / Emerg. OT			7,500.00		7,500.00
<b>Total Personal Services</b>	<b>0.5</b>		<b>40,967.00</b>	<b>-</b>	<b>40,967.00</b>

**294 Tree Warden**

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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TREE WARDEN	1,132.50	2,311.00	2,357.00	2,357.00	2,357.00	2,357.00	1.99%	46.00
<b>CATEGORY TOTAL</b>	<b>1,132.50</b>	<b>2,311.00</b>	<b>2,357.00</b>	<b>2,357.00</b>	<b>2,357.00</b>	<b>2,357.00</b>	<b>1.99%</b>	<b>46.00</b>
<b>EXPENSES</b>								
CONTRACTED SERVICES	34,870.10	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>34,870.10</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>35,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>36,002.60</b>	<b>37,311.00</b>	<b>37,357.00</b>	<b>37,357.00</b>	<b>37,357.00</b>	<b>37,357.00</b>	<b>0.12%</b>	<b>46.00</b>

**Description of Changes:**

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

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,357.00		2,357.00
<b>Total Personal Services</b>	<b>0.0</b>		<b>2,357.00</b>	<b>-</b>	<b>2,357.00</b>

**Education**

**300 Westford Public Schools**

**Mission Statement:**

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

To accomplish this mission, the Westford Public Schools will:

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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
OPERATING BUDGET	59,954,936.85	62,236,867.00	64,187,590.00	63,961,692.00	65,240,926.00	66,545,745.00	2.77%	1,724,825.00
ENCUMBRANCES	423,294.27							
<b>DEPARTMENT TOTAL</b>	<b>60,378,231.12</b>	<b>62,236,867.00</b>	<b>64,187,590.00</b>	<b>63,961,692.00</b>	<b>65,240,926.00</b>	<b>66,545,745.00</b>	<b>2.77%</b>	<b>1,724,825.00</b>

**310 Nashoba Valley Technical High School**

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
NASHOBA TECH ASSESSMENT	1,078,168.00	1,184,421.00	1,295,205.00	1,295,205.00	1,317,871.00	1,340,934.00	9.35%	110,784.00
<b>DEPARTMENT TOTAL</b>	<b>1,078,168.00</b>	<b>1,184,421.00</b>	<b>1,295,205.00</b>	<b>1,295,205.00</b>	<b>1,317,871.00</b>	<b>1,340,934.00</b>	<b>9.35%</b>	<b>110,784.00</b>

**Description of Changes:**

The FY23 Nashoba Valley Technical High School (N.V.T.H.S) budget of \$1,295,205 is an increase of \$110,784 over last year’s budget. Westford saw an additional enrollment of two students for FY23. Westford’s assessment is based on this enrollment, so we are seeing our percentage of the school’s budget increase. 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 FY23 personal services budgets reflects a 4.46% increase per annual pay adjustments.

#### Goals:

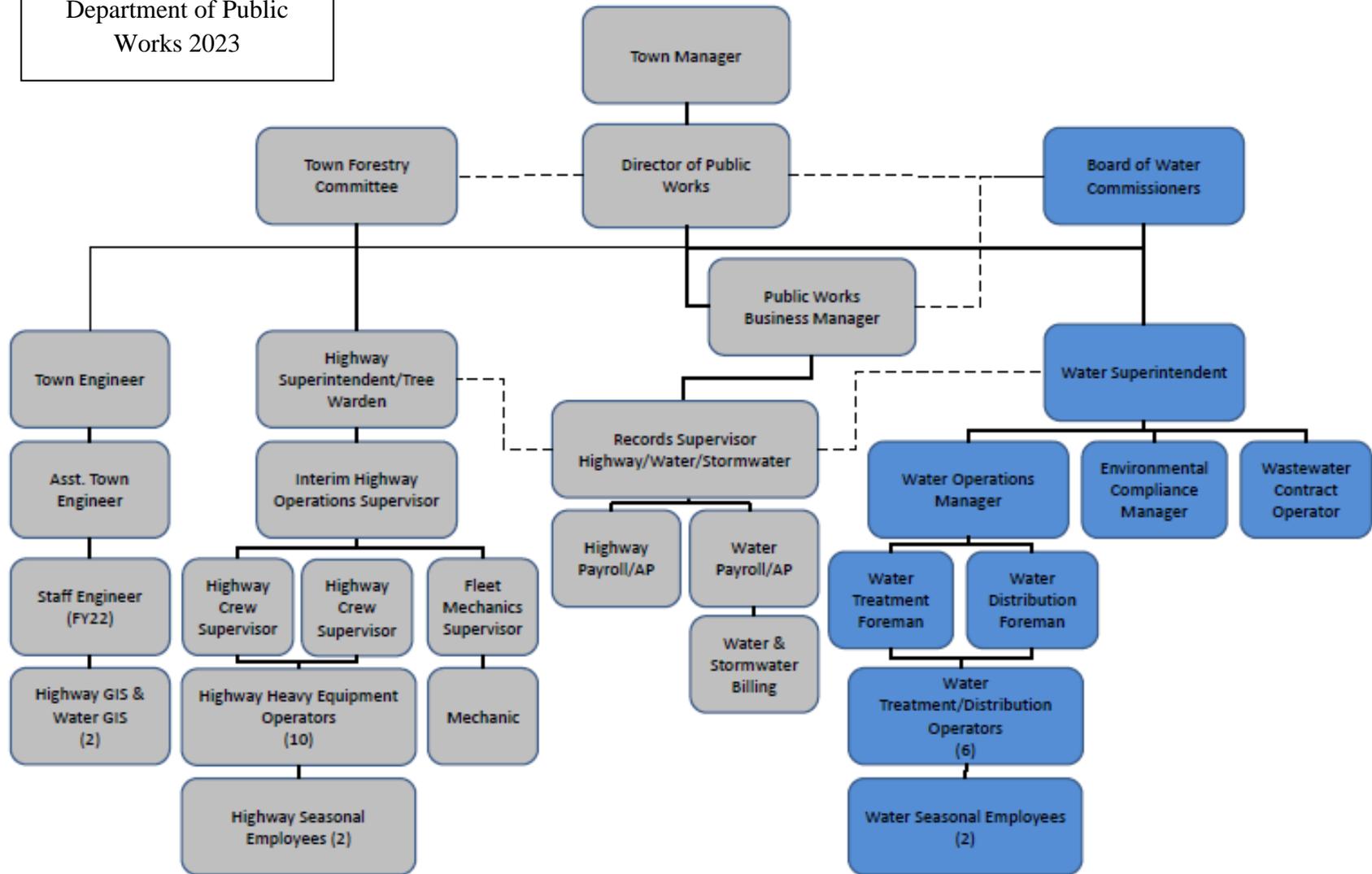
- Reduce costs and increase the efficiency and effectiveness of the Highway, Engineering, and Water Departments through better business practices, communication, and coordinated operations.
- Consolidate fiscal oversight and management of procurement, forecasting, budgeting, and payroll activities.
- 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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DPW DIRECTOR	132,600.15	140,958.00	149,896.00	149,896.00	149,896.00	149,896.00	6.34%	8,938.00
OFFICE MANAGER	4,187.69	-						-
DPW BUSINESS MANAGER	104,039.82	106,121.00	108,243.00	108,243.00	108,243.00	108,243.00	2.00%	2,122.00
LONGEVITY	1,700.00	850.00	850.00	850.00	850.00	850.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>242,527.66</b>	<b>247,929.00</b>	<b>258,989.00</b>	<b>258,989.00</b>	<b>258,989.00</b>	<b>258,989.00</b>	<b>4.46%</b>	<b>11,060.00</b>
<b>EXPENSES</b>								
ADVERTISING	-	-						-
OFFICE SUPPLIES	148.28	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL-MILEAGE	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
MEETINGS & CONFERENCES								-
DUES AND MEMBERSHIPS								-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>148.28</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>242,675.94</b>	<b>248,429.00</b>	<b>259,489.00</b>	<b>259,489.00</b>	<b>259,489.00</b>	<b>259,489.00</b>	<b>4.45%</b>	<b>11,060.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
DPW Director	1.0	NON	149,896.00	850.00	150,746.00
DPW Business Manager	1.0	NON	108,243.00		108,243.00
<b>Total Personal Services</b>	<b>2.0</b>		<b>258,139.00</b>	<b>850.00</b>	<b>258,989.00</b>

Department of Public Works 2023



## 410 Engineering

### Mission Statement:

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

### Goals:

- Assist in implementing new stormwater enterprise projects, including two new culvert designs at Pond Brook and Blue Brook.
- Provide guidance to other departments that need to complete assigned tasks and satisfy state and federal stormwater permit requirements.
- Work with Pedestrian Safety Committee to complete the design of a sidewalk connection on Plain Road between Nutting Road and Grassy Pond.
- Assist MassDOT with the design of the historic Stony Brook Bridge Project, including Community Compliance for land acquisitions.
- Begin second phase of work on the Moore Road, Oak Hill Road and Plain Road Infrastructure Improvement Project.
- Acquire property rights for the construction of the Carlisle Road Sidewalk Project.
- Complete grant-funded drainage improvements on the Bruce Freeman Rail Trail at Greenwood Road.
- Continue design for Boston Road Reconstruction Project, including drainage and water distribution improvements and pedestrian and bicycle safety improvements between the Town Center and Blake's Hill Road.
- Continue to assist in the coordination of public works projects with the Water Department and Highway Department through the Department of Public Works.
- Complete land acquisition and Article 97 legislative process for the Beaver Brook Bridge Improvement Project scheduled for construction in 2022.
- 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:

Meetings & Conferences has been restored to a level that is consistent with previous years. During the pandemic, many training conferences and meetings were cancelled or provided through virtual methods, so the additional funds were not needed.

### Programs & Services

The Engineering Department supports the maintenance and operation of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include

reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. The Engineering Department designs projects for various town entities and assists in all levels of procurement for a variety of projects.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
TOWN ENGINEER	114,100.86	120,711.00	123,125.00	123,125.00	123,125.00	123,125.00	2.00%	2,414.00
ASST TOWN ENGINEER	97,708.99	103,657.00	105,730.00	105,730.00	105,730.00	105,730.00	2.00%	2,073.00
GIS COORDINATOR		84,244.00	84,244.00	84,244.00	84,244.00	84,244.00	0.00%	-
LONGEVITY	1,950.00	2,800.00	2,800.00	2,800.00	2,800.00	3,550.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>213,759.85</b>	<b>311,412.00</b>	<b>315,899.00</b>	<b>315,899.00</b>	<b>315,899.00</b>	<b>316,649.00</b>	<b>1.44%</b>	<b>4,487.00</b>
<b>EXPENSES</b>								
SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00	0.00%	-
EQUIPMENT MAINTENANCE	310.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENGINEERING SERVICES	1,106.25	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
GIS CONSULTING SERVICES		5,452.00	8,000.00	4,000.00	4,000.00	4,000.00	-26.63%	(1,452.00)
ADVERTISING	135.83	250.00	250.00	250.00	250.00	250.00	0.00%	-
OFFICE SUPPLIES	489.44	850.00	850.00	850.00	850.00	850.00	0.00%	-
BOOKS & SUBSCRIPTIONS	132.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
TRAVEL-MILEAGE	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES	400.00	500.00	2,000.00	2,000.00	2,000.00	2,000.00	300.00%	1,500.00
DUES AND MEMBERSHIPS	1,356.00	1,300.00	1,360.00	1,360.00	1,360.00	1,360.00	4.62%	60.00
EQUIPMENT	310.68	500.00	500.00	500.00	500.00	500.00	0.00%	-
ENCUMBRANCES	2,450.00							-
<b>CATEGORY TOTAL</b>	<b>6,690.20</b>	<b>11,862.00</b>	<b>15,970.00</b>	<b>11,970.00</b>	<b>11,970.00</b>	<b>11,970.00</b>	<b>0.91%</b>	<b>108.00</b>
<b>DEPARTMENT TOTAL</b>	<b>220,450.05</b>	<b>323,274.00</b>	<b>331,869.00</b>	<b>327,869.00</b>	<b>327,869.00</b>	<b>328,619.00</b>	<b>1.42%</b>	<b>4,595.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Town Engineer	1.0	NON	123,125.00	1,100.00	124,225.00
Assistant Town Engineer	1.0	NON	105,730.00	850.00	106,580.00
GIS Coordinator	1.0	OPEIU	84,244.00	850.00	85,094.00
<b>Total Personal Services</b>	<b>3.0</b>		<b>313,099.00</b>	<b>2,800.00</b>	<b>315,899.00</b>

## 421 Highway Department

### **Mission Statement:**

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

### **Goals:**

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

### **Description of Changes:**

The FY23 Highway Department budget increased by \$8,088 or 0.37% from the prior fiscal year's budget. This includes an increase in Personal Services of \$4,545. The Highway Superintendent is being reclassified as the Assistant DPW Director. The Highway Department Expenses increased by \$3,543 in response to recent spending trends.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
ASSISTANT DPW DIRECTOR	108,601.41	117,731.00	117,300.00	117,300.00	117,300.00	117,300.00	-0.37%	(431.00)
RECORDS SUPERVISOR	61,036.46	65,283.00	67,827.00	67,827.00	67,568.00	67,827.00	3.90%	2,544.00
CREW SUPERVISORS	215,816.40	237,609.00	237,609.00	237,609.00	236,811.00	237,609.00	0.00%	-
OPERATIONS SUPERVISOR	76,587.84	83,675.00	85,348.00	85,348.00	85,021.00	85,348.00	2.00%	1,673.00
MECHANICS SUPERVISOR	74,416.32	76,400.00	76,400.00	76,400.00	76,107.00	76,400.00	0.00%	-
PARKS OPERATIONS MANAGER	31,363.20	32,199.00	35,971.00	35,971.00	35,971.00	35,971.00	11.71%	3,772.00
CEMETERY SUPERVISOR	28,512.00	29,269.00	29,269.00	29,269.00	29,269.00	29,269.00	0.00%	-
MECHANIC	92,260.84	121,313.00	122,921.00	122,921.00	124,663.00	126,600.00	1.33%	1,608.00
EQUIPMENT OPERATORS / LABORERS	466,877.66	626,148.00	625,437.00	625,437.00	630,576.00	638,750.00	-0.11%	(711.00)
SEASONAL STAFF	11,036.68	13,171.00	13,171.00	13,171.00	13,171.00	13,171.00	0.00%	-
OVERTIME - WEEKEND CALL	37,371.68	36,757.00	36,861.00	36,861.00	36,992.00	36,992.00	0.28%	104.00
OTHER OVERTIME	27,290.38	42,500.00	42,500.00	42,500.00	42,500.00	42,500.00	0.00%	-
DEPARTMENTAL STIPENDS	38,420.00	57,240.00	57,240.00	57,240.00	57,240.00	57,240.00	0.00%	-
LONGEVITY	20,125.00	22,425.00	19,975.00	19,975.00	21,000.00	22,550.00	-10.93%	(2,450.00)
INCEN/SICK LEAVE/VACATION BUYBACK								-
<b>CATEGORY TOTAL</b>	<b>1,289,715.87</b>	<b>1,561,720.00</b>	<b>1,567,829.00</b>	<b>1,567,829.00</b>	<b>1,574,189.00</b>	<b>1,587,527.00</b>	<b>0.39%</b>	<b>6,109.00</b>

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
SPECIAL DETAILS	30,214.82	63,000.00	63,000.00	63,000.00	63,000.00	63,000.00	0.00%	-
UNIFORM ALLOWANCES	17,510.02	17,000.00	18,000.00	18,000.00	18,000.00	18,000.00	5.88%	1,000.00
ELECTRICITY	35,066.36	33,000.00	40,000.00	37,000.00	40,000.00	40,000.00	12.12%	4,000.00
NATURAL GAS	35,144.52	25,500.00	36,000.00	36,000.00	36,000.00	36,000.00	41.18%	10,500.00
WATER	3,057.24	3,200.00	3,200.00	3,200.00	3,200.00	3,500.00	0.00%	-
BUILDING MAINTENANCE	18,411.49	34,000.00	34,000.00	17,000.00	17,000.00	17,000.00	-50.00%	(17,000.00)
ROAD MAINTENANCE	31,550.15	51,000.00	51,000.00	51,000.00	51,000.00	51,000.00	0.00%	-
VEHICLE MAINTENANCE	164,788.54	178,000.00	178,000.00	178,000.00	178,000.00	178,000.00	0.00%	-
EQUIPMENT MAINTENANCE	27,450.83	55,500.00	55,500.00	55,500.00	55,500.00	55,500.00	0.00%	-
PHONE ALLOWANCE	4,334.71	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
COMMUNICATIONS EQUIPMENT MAINTENANCE	1,991.98	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	0.00%	-
BLD MAINT SVCS - HVAC	2,371.29	5,000.00	-	-	-	-	-100.00%	(5,000.00)
BLD MAINT SVCS - ELEVATOR	910.00	3,000.00	-	-	-	-	-100.00%	(3,000.00)
BLD MAINT SVCS - FIRE/ALARM	1,707.50	3,500.00	-	-	-	-	-100.00%	(3,500.00)
DRAINAGE MAINTENANCE	-	-	-	-	-	-		-
SIDEWALK MAINTENANCE	1,671.45	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
TRAFFIC LINES / CROSSWALK MAINTENANCE	47,987.20	30,000.00	48,000.00	48,000.00	48,000.00	48,000.00	60.00%	18,000.00
SIGNAL MAINTENANCE	5,411.37	4,000.00	6,000.00	6,000.00	6,000.00	6,000.00	50.00%	2,000.00
BRUSH CHIPPING SERVICES	2,168.80	-	-	-	-	-		-
DAM REPAIR	-	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
DRUG AND ALCOHOL TESTING	1,955.00	1,000.00	2,000.00	2,000.00	2,000.00	2,000.00	100.00%	1,000.00
TRAINING & DEVELOPMENT	2,188.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
CONTRACTED SERVICES	-	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	0.00%	-
ADVERTISING	1,177.23	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
DIESEL FUEL	34,382.14	44,000.00	44,000.00	44,000.00	44,000.00	44,000.00	0.00%	-
OFFICE SUPPLIES	2,933.79	2,600.00	3,000.00	3,000.00	3,000.00	3,000.00	15.38%	400.00
SIGNS / POSTS SUPPLIES	8,243.32	8,200.00	8,200.00	8,200.00	8,200.00	8,200.00	0.00%	-
RESURFACE MATERIAL	-	33,000.00	30,000.00	30,000.00	30,000.00	30,000.00	-9.09%	(3,000.00)
OTHER PUBLIC WORKS SUPPLIES	2,660.73	7,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-28.57%	(2,000.00)
MEETINGS & CONFERENCES	-	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
DUES AND MEMBERSHIPS	125.00	300.00	443.00	443.00	443.00	443.00	47.67%	143.00
ENCUMBRANCES	45,125.00	-	-	-	-	-		-
<b>CATEGORY TOTAL</b>	<b>530,538.48</b>	<b>641,100.00</b>	<b>664,643.00</b>	<b>644,643.00</b>	<b>647,643.00</b>	<b>647,943.00</b>	<b>0.55%</b>	<b>3,543.00</b>
<b>DEPARTMENT TOTAL</b>	<b>1,820,254.35</b>	<b>2,202,820.00</b>	<b>2,232,472.00</b>	<b>2,212,472.00</b>	<b>2,221,832.00</b>	<b>2,235,470.00</b>	<b>0.44%</b>	<b>9,652.00</b>

**Programs & Services:**

The Highway Department maintains approximately 153+ 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 Department 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 right-of-ways, and supports the town's Stormwater Management Program by providing street sweeping and catch basin and storm drain repair, maintenance, and inspection.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipends</b>	<b>Total</b>
Assistant DPW Director	1.0	EXEM	117,300.00			117,300.00
Records Supervisor	1.0	CWA	67,827.00	850.00		68,677.00
Crew Supervisors	3.4	WPWA	237,609.00	6,100.00		243,709.00
Operations Supervisor	1.0	WPWA	85,348.00	2,100.00		87,448.00
Mechanics Supervisor	1.0	WPWA	76,400.00	850.00		77,250.00
Parks Supervisor	0.4	WPWA	35,971.00	1,300.00		37,271.00
Cemetery Supervisor	0.4	WPWA	29,269.00	1,050.00		30,319.00
Mechanic/Craftsman	2.0	WPWA	122,921.00	1,600.00		124,521.00
Equipment Operators	10.4	WPWA	625,437.00	6,125.00		631,562.00
Seasonal Staff/OT			13,171.00			13,171.00
Weekend Call			36,861.00			36,861.00
Other Overtime			42,500.00			42,500.00
Departmental Stipends					57,240.00	57,240.00
<b>Total Personal Services</b>	<b>20.6</b>		<b>1,490,614.00</b>	<b>19,975.00</b>	<b>57,240.00</b>	<b>1,567,829.00</b>

**423 Snow & Ice**

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
EMERGENCY OVERTIME	191,381.13	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>191,381.13</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>76,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>EXPENSES</b>								
EQUIPMENT MAINTENANCE								
CONTRACTED SNOW REMOVAL	79,013.50	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%	-
GASOLINE	13,830.65	21,820.00	21,820.00	21,820.00	21,820.00	21,820.00	0.00%	-
PLOW BLADES								-
SAND AND SALT	259,975.88	201,090.00	201,090.00	201,090.00	201,090.00	201,090.00	0.00%	-
SUPPLEMENTAL EXPS								-
<b>CATEGORY TOTAL</b>	<b>352,820.03</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>324,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>	<b>544,201.16</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>400,000.00</b>	<b>0.00%</b>	<b>-</b>

**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 FY23, 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
<b>Total Personal Services</b>	<b>0.0</b>		<b>76,000.00</b>	<b>-</b>	<b>76,000.00</b>

**424 Street Lights**

	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2023	FISCAL 2023
DESCRIPTION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY STREET LIGHTS	74,487.82	18,504.00	80,000.00	40,000.00	45,000.00	50,000.00	116.17%	21,496.00
STREET LIGHT MAINTENANCE	4,777.60	20,000.00	10,000.00	10,000.00	10,000.00	10,000.00	-50.00%	(10,000.00)
ENCUMBRANCES	5,440.00							-
<b>CATEGORY TOTAL</b>	<b>84,705.42</b>	<b>38,504.00</b>	<b>90,000.00</b>	<b>50,000.00</b>	<b>55,000.00</b>	<b>60,000.00</b>	<b>29.86%</b>	<b>11,496.00</b>
<b>DEPARTMENT TOTAL</b>	<b>84,705.42</b>	<b>38,504.00</b>	<b>90,000.00</b>	<b>50,000.00</b>	<b>55,000.00</b>	<b>60,000.00</b>	<b>29.86%</b>	<b>11,496.00</b>
<b>HIGHWAY DEPARTMENT TOTAL</b>	<b>2,449,160.93</b>	<b>2,641,324.00</b>	<b>2,722,472.00</b>	<b>2,662,472.00</b>	<b>2,676,832.00</b>	<b>2,695,470.00</b>	<b>0.80%</b>	<b>21,148.00</b>

**Description of Changes:**

In FY23, the proposed streetlight operating budget will be decreasing by \$10,000 or 16.67% from FY22 due to savings realized from the recent streetlight retrofit project. 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.

**432 Recycling****Mission Statement:**

The mission of the Westford Recycling Commission is to:

1. Increase awareness of the financial and environmental impacts of recycling.
2. Provide opportunities for non-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:**

Westford had its first increase in recycling in three years with an increase of 72.8 tons in FY21 compared to the previous year. This is a 3.2% improvement over this period. Not included in this figure is the material collected at the three Electronics & More Recycling Events (almost 108,000 lbs.) and the Household Hazardous Waste event (22,000 lbs.). On July 1, 2019, Westford began using Waste Management, Inc. as its curbside recycling vendor. In addition to the flat curbside collection fee, the town is also being charged a “blended value” disposal fee based on the tonnage of different types of recyclables collected. In July 2021, the town received \$12.42 rebate for every ton of recycling collected, resulting in revenue of \$2,403.76. The rebate fluctuates month to month, with the town receiving \$15.50 per ton in November and \$2.83 per ton in December. The town signed a 5-year contract with Waste Management through June 30, 2024. Changing vendors from Republic Services to Waste Management saved the town approximately \$500,000 over the life of the contract.

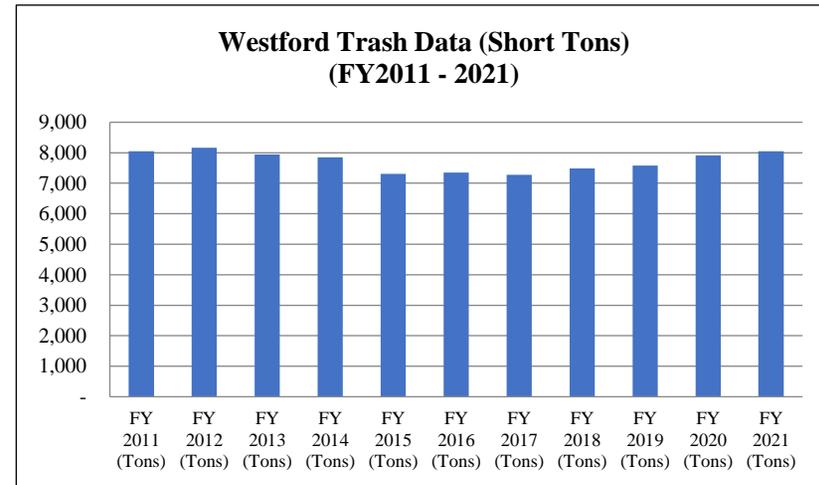
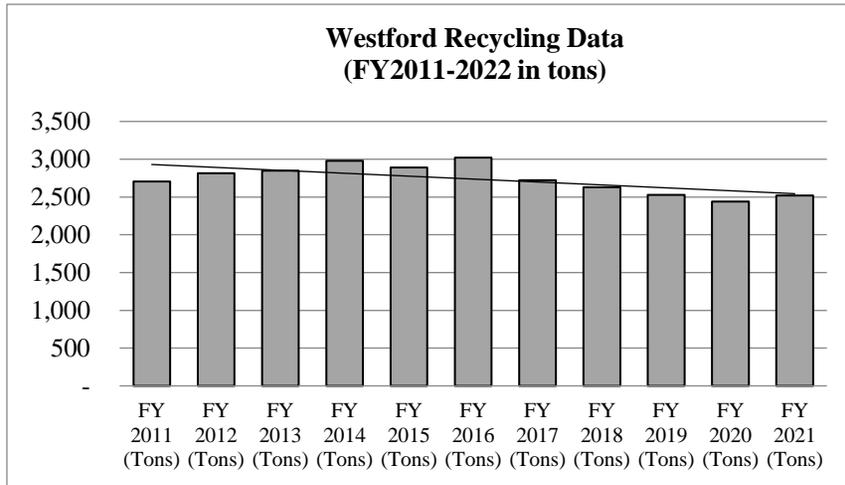
DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
CURBSIDE COLLECTION-RECYCLING	489,825.24	515,048.00	531,027.00	531,027.00	547,525.00	565,320.00	3.10%	15,979.00
DISPOSAL SERVICES	131,746.34	10,000.00	100,000.00	5,000.00	100,000.00	100,000.00	-50.00%	(5,000.00)
FUEL SURCHARGE/CREDIT								-
HAZARDOUS WASTE DISPOSAL	13,290.00		5,000.00	5,000.00				5,000.00
ENCUMBRANCES	5,000.00							-
<b>CATEGORY TOTAL</b>	<b>639,861.58</b>	<b>525,048.00</b>	<b>636,027.00</b>	<b>541,027.00</b>	<b>647,525.00</b>	<b>665,320.00</b>	<b>3.04%</b>	<b>15,979.00</b>
<b>DEPARTMENT TOTAL</b>	<b>639,861.58</b>	<b>525,048.00</b>	<b>636,027.00</b>	<b>541,027.00</b>	<b>647,525.00</b>	<b>665,320.00</b>	<b>3.04%</b>	<b>15,979.00</b>

**Programs & Services:**

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

**Capturing the Savings:**

Westford had an increase of 81 tons of trash in FY21 compared to the previous year, resulting in an incremental cost of \$18,115. The tonnage from March 2020 to June 2020 was 8.4% higher than the same period in 2019. Recycling tonnage increased by 72.8 tons or 3.2% during FY21. The overall trend for trash tonnage shows no change in a 10-year period as the positive trend from 5 years ago has reversed itself. Recycling data shows a slight decrease, but this past year was the first positive growth.



**433 Solid Waste**

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
CURBSIDE COLLECTION-SOLID WASTE	687,999.96	715,520.00	744,141.00	744,141.00	773,907.00	800,000.00	4.00%	28,621.00
NESWC FEES	595,559.27	712,354.00	748,447.00	748,447.00	778,353.00	809,458.00	5.07%	36,093.00
LANDFILL MONITORING	12,256.24	12,265.00	13,000.00	13,000.00	13,000.00	13,000.00	5.99%	735.00
SUPPLIES	1,945.00		2,000.00	2,000.00		2,000.00		2,000.00
ENCUMBRANCES	1,500.00							-
<b>CATEGORY TOTAL</b>	<b>1,299,260.47</b>	<b>1,440,139.00</b>	<b>1,507,588.00</b>	<b>1,507,588.00</b>	<b>1,565,260.00</b>	<b>1,624,458.00</b>	<b>4.68%</b>	<b>67,449.00</b>
<b>DEPARTMENT TOTAL</b>	<b>1,299,260.47</b>	<b>1,440,139.00</b>	<b>1,507,588.00</b>	<b>1,507,588.00</b>	<b>1,565,260.00</b>	<b>1,624,458.00</b>	<b>4.68%</b>	<b>67,449.00</b>

**Description of Changes:**

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 cost of solid waste disposal in the Commonwealth continues to increase dramatically as the number of landfills continues to decline. In FY21, the town’s cost per ton to dispose of solid waste was \$74.48. Our cost in FY22 increased to \$90.00 per ton and will increase to \$93.60 per ton in FY23. The joint procurement group spent months trying to negotiate a lessor amount, but ultimately, we had limited options, with very few disposal locations within reasonable driving distance of Westford or having the capacity to accept our annual tonnage.

Westford had an increase of 81 tons of trash in FY21 compared to the previous year. This is a 1.0% increase in trash was an improvement over the previous year when trash volume growth was 4.5% but still represented a continuation of recent long-term growth of Westford's trash.

**Programs & Services:**

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

<b>Solid Waste Tonnage – FY11 to FY21</b>	
Fiscal Year 2011	8,048 tons
Fiscal Year 2012	8,168 tons
Fiscal Year 2013	7,944 tons
Fiscal Year 2014	7,851 tons
Fiscal Year 2015	7,308 tons
Fiscal Year 2016	7,354 tons
Fiscal Year 2017	7,280 tons
Fiscal Year 2018	7,483 tons
Fiscal Year 2019	7,575 tons
Fiscal Year 2020	7,915 tons
Fiscal Year 2021	7,996 tons

442 Wastewater Treatment Management

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
CENTER SEWER SYSTEM MAINTENANCE	1,653.06	6,000.00	6,000.00	3,500.00	6,000.00	6,000.00	-41.67%	(2,500.00)
ABBOT REPAIRS & SERVICES	4,428.88	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
ABBOT BUILDING MAINTENANCE SVCS - SEPTIC	394.03	399.00	418.00	418.00	439.00	461.00	4.76%	19.00
ABBOT SLUDGE PUMPING & REMOVAL	6,112.51	6,031.00	6,332.00	6,332.00	6,649.00	6,981.00	4.99%	301.00
ABBOT MONITORING / TESTING SERVICES	4,687.44	4,741.00	4,978.00	4,978.00	5,227.00	5,488.00	5.00%	237.00
ABBOT CONTRACTED SERVICES	25,549.46	25,843.00	27,134.00	27,134.00	28,491.00	29,916.00	5.00%	1,291.00
ABBOT SEPTIC SUPPLIES	497.06	503.00	528.00	528.00	554.00	582.00	4.97%	25.00
BLANCHARD REPAIRS & SERVICES	6,338.97	12,000.00	12,000.00	8,000.00	12,000.00	12,000.00	-33.33%	(4,000.00)
BLANCHARD BUILDING MAINTENANCE SVCS - SI	394.03	399.00	418.00	418.00	439.00	461.00	4.76%	19.00
BLANCHARD SLUDGE PUMPING & REMOVAL	6,058.51	6,031.00	6,332.00	6,332.00	6,649.00	6,981.00	4.99%	301.00
BLANCHARD MONITORING / TESTING SERVICES	6,601.34	6,677.00	7,011.00	7,011.00	7,362.00	7,730.00	5.00%	334.00
BLANCHARD CONTRACTED SERVICES	25,549.46	25,842.00	27,134.00	27,134.00	28,491.00	29,916.00	5.00%	1,292.00
BLANCHARD SEPTIC SUPPLIES	497.06	503.00	528.00	528.00	554.00	582.00	4.97%	25.00
STONY BROOK REPAIRS & SERVICES	4,428.74	9,000.00	9,000.00	6,000.00	9,000.00	9,000.00	-33.33%	(3,000.00)
STONY BROOK BUILDING MAINTENANCE SVCS -	394.03	399.00	418.00	418.00	439.00	461.00	4.76%	19.00
STONY BROOK SLUDGE PUMPING & REMOVAL	5,962.51	6,031.00	6,332.00	6,332.00	6,649.00	6,981.00	4.99%	301.00
STONY BROOK MONITORING / TESTING SERVICE:	13,255.79	13,408.00	14,078.00	14,078.00	14,782.00	15,521.00	5.00%	670.00
STONY BROOK CONTRACTED SERVICES	25,549.46	25,842.00	27,134.00	27,134.00	28,491.00	29,916.00	5.00%	1,292.00
STONY BROOK SEPTIC SUPPLIES	497.06	503.00	528.00	528.00	554.00	582.00	4.97%	25.00
WA REPAIRS & SERVICES	11,151.89	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	0.00%	-
WA BUILDING MAINTENANCE SVCS - SEPTIC	394.05	399.00	418.00	418.00	439.00	461.00	4.76%	19.00
WA SLUDGE PUMPING & REMOVAL	5,962.85	6,031.00	6,332.00	6,332.00	6,649.00	6,981.00	4.99%	301.00
WA MONITORING / TESTING SERVICES	27,120.68	24,490.00	25,715.00	25,715.00	27,001.00	28,351.00	5.00%	1,225.00
WA CONTRACTED SERVICES	25,723.60	25,842.00	27,134.00	27,134.00	28,491.00	29,916.00	5.00%	1,292.00
WA SEPTIC SUPPLIES	497.09	503.00	528.00	528.00	554.00	582.00	4.97%	25.00
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>209,699.56</b>	<b>224,917.00</b>	<b>233,930.00</b>	<b>224,430.00</b>	<b>243,404.00</b>	<b>253,350.00</b>	<b>-0.22%</b>	<b>(487.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>209,699.56</b>	<b>224,917.00</b>	<b>233,930.00</b>	<b>224,430.00</b>	<b>243,404.00</b>	<b>253,350.00</b>	<b>-0.22%</b>	<b>(487.00)</b>

**Description of Changes:** In FY14, the Water Enterprise assumed management responsibility of the school wastewater treatment plants. Overall, the FY23 budget is decreasing by 0.22% from FY22.

## 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:**

- Complete construction of new grave space, including Green Burials, at Pine Grove
- 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:**

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

**Personal Services:** The salary of the Director is now captured in the Recreation Enterprise Budget and partially offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget. For FY23 the increase in personal services is the result of union contracts. There is a small increase in requested seasonal staff funding. Seasonal staff is typically used during the months of May-September. These hourly positions are not benefit eligible and represent a very cost-effective option to supplement staff during the busy season.

**Expenses:** Most expense lines remain unchanged from the FY23 budget. Fluctuations in utilities and gasoline are based on historical usage and projected FY23 rates.

**Perpetual Care Trust Fund:** The principle deposited in this trust fund is not available for expenditure. This principle 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 FY21, the most recent year for which we have a full year of actual data, the Cemetery Department deposited \$44,350 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.

A new section of Pine Grove is currently being designed and engineered to create additional grave inventory, including a green burial area.

The Cemetery Supervisor and Heavy Equipment Operator are shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. Their salaries are reflected in both the cemetery and highway budgets.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
SENIOR ASSISTANT	16,438.24	17,488.00	18,168.00	18,168.00	18,877.00	19,593.00	3.89%	680.00
CEMETERY SUPERVISOR	40,435.20	40,178.00	40,178.00	40,178.00	40,178.00	40,178.00	0.00%	-
EQUIPMENT OPERATORS / LABORERS	32,555.61	34,175.00	34,175.00	34,175.00	36,772.00	36,772.00	0.00%	-
SEASONAL STAFF	1,296.00	5,000.00	5,500.00	5,500.00	6,500.00	7,280.00	10.00%	500.00
SEASONAL OVERTIME	6,153.37	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
LONGEVITY	1,350.00	1,350.00	1,638.00	1,638.00	1,888.00	1,888.00	21.33%	288.00
<b>CATEGORY TOTAL</b>	<b>98,228.42</b>	<b>103,691.00</b>	<b>105,159.00</b>	<b>105,159.00</b>	<b>109,715.00</b>	<b>111,211.00</b>	<b>1.42%</b>	<b>1,468.00</b>
<b>EXPENSES</b>								
ELECTRICITY	813.38	593.00	765.00	765.00	800.00	850.00	29.01%	172.00
PROPANE GAS	2,416.37	2,400.00	2,620.00	2,620.00	2,800.00	3,000.00	9.17%	220.00
WATER	6,068.01	7,000.00	6,500.00	6,500.00	6,500.00	7,000.00	-7.14%	(500.00)
GROUNDS MAINTENANCE	13,701.59	12,000.00	12,000.00	12,000.00	12,500.00	13,000.00	0.00%	-
VEHICLE MAINTENANCE	3,749.27	3,000.00	3,000.00	3,000.00	3,500.00	4,000.00	0.00%	-
EQUIPMENT MAINTENANCE	3,899.51	4,000.00	4,000.00	4,000.00	4,000.00	4,500.00	0.00%	-
OTHER CONTRACTUAL SERVICES	734.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
GASOLINE	3,252.66	5,000.00	6,090.00	6,090.00	6,500.00	7,000.00	21.80%	1,090.00
OFFICE SUPPLIES	226.54	150.00	200.00	200.00	200.00	200.00	33.33%	50.00
CLEANING/CUSTODIAL SUPPLIES	152.31	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES	-	-	285.00	285.00	300.00	325.00		285.00
DUES & MEMBERSHIPS	100.00	100.00	100.00	100.00	125.00	150.00	0.00%	-
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>35,113.64</b>	<b>35,443.00</b>	<b>36,760.00</b>	<b>36,760.00</b>	<b>38,425.00</b>	<b>41,225.00</b>	<b>3.72%</b>	<b>1,317.00</b>
<b>DEPARTMENT TOTAL</b>	<b>133,342.06</b>	<b>139,134.00</b>	<b>141,919.00</b>	<b>141,919.00</b>	<b>148,140.00</b>	<b>152,436.00</b>	<b>2.00%</b>	<b>2,785.00</b>

**Personnel:**

Position	FTE	Unit	Salary	Longevity	Total
Senior Assistant	0.4	CWA	18,168.00	288.00	18,456.00
Cemetery Supervisor	0.6	WPWA	40,178.00	1,050.00	41,228.00
Heavy Equipment Operator	0.6	WPWA	34,175.00	300.00	34,475.00
Seasonal Staff			5,500.00		5,500.00
Overtime			5,500.00		5,500.00
<b>Total Personal Services</b>	<b>1.6</b>		<b>103,521.00</b>	<b>1,638.00</b>	<b>105,159.00</b>

**Metrics:**

DESCRIPTION	TYPE	FY18	FY19	FY20	FY21
SALE OF LOTS	SINGLE GRAVE	12	21	23	28
	2 GRAVE LOT	22	12	14	16
	3 GRAVE LOT	0	2	2	2
	4 GRAVE LOT	1	1	0	0
	CREMATION LOTS (urn garden)	2	1	0	0
	NICHES - COLUMBARIUM	6	0	1	2
	GREEN BURIAL LOT	-	-	1	0
	<b>TOTAL SALE OF LOTS</b>	<b>43</b>	<b>37</b>	<b>41</b>	<b>48</b>
BURIALS	FULL BURIAL	26	39	26	34
	CREMATION BURIAL	23	10	31	28
	<b>TOTAL BURIALS</b>	<b>49</b>	<b>49</b>	<b>57</b>	<b>62</b>
MONUMENTS		30	30	28	36

## Health & Human Services

### 510 Board of Health

#### **Mission Statement:**

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

#### **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.

FY21 focused on contact tracing, community education, and workplace safety protocols with regards to COVID-19. There was a constant flow of state regulatory changes that were enforced through the Health Department. Recurring COVID-19 cases, mandates, complaints, questions, and activities consumed a significant amount of the department staff's daily schedules. Despite the additional workload with the pandemic, the Health Department was able to perform its daily functions, work on pandemic related readiness, strategy, and emergency response. The Westford Health Department implemented the skillsets of the community's school nurses and the Academic Public Health Volunteers to help with social media messaging, educational information, and contact tracing.

#### **Department Goals for 2022-2024**

- Assess the population health status, factors that influence health, and community needs and assets.
- Investigate, diagnose, and address health problems and hazards affecting the population.
- Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it.
- Strengthen, support, and mobilize partnerships to improve health.
- Create and implement policies, plans, and laws that improve health.
- Work towards an effective system that enables equitable access to the individual services and care needed to be healthy.

- Continue to build and support a diverse and skilled public health workforce.
- Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement.
- Build and maintain a strong organizational infrastructure for public health.
- Continue to develop leadership skills in the department.
- Evaluate Department Services and expand positions where appropriate.
- Continue to develop and implement online trainings for residents.
- Incorporate Social Determinants of Health and Health Equity in program planning.
- Continue to update the town-wide database for high-risk individuals in coordination with Emergency Management, Upper Merrimack Valley Medical Reserve Corps (UMVMRC), and Senior Center.
- Development of mental health outreach program.
- Develop new educational programs based on the Community Assessment Survey.
- Explore emerging contaminants, chemical and environmental exposures, and incorporating climate change.
- Distribute 72-hour emergency kits to vulnerable residents through a received grant initiative.
- Continue to develop our medical needs / vulnerable population shelter plan for Westford.
- Implement, evaluate, and improve vaccination programs with drive thru options.
- Continue to meet additional FDA standards. (Standard 9 and 2).
- Continue to co-chair the Healthy Lakes and Ponds Collaborative and oversee contract work.
- Continue to work with Healthy Westford Community group.
- Continue trainings for the Stop the Bleed and until Help Arrives.
- Strengthen UMVMRC through networking and field training.
- Secure additional grants and revenue to supplement existing budget.
- Works towards the department becoming accredited with our Public Health Excellence Grant.
- Utilize the shared Community Health and Wellness Coordinator with Tobacco, Strategic Planning, and a Community Health Assessment.
- Implement PHEP deliverables tabletop exercises for Emerging Infectious Disease.
- Improve our permit application layouts and process for the department and resident needs.
- Ensure that the Westford Health Department remains a model health department in the state providing high quality prevention education, services, programs, and progressive policy development.
- Mentor at least two interns and develop town projects for them to complete.
- Finish review and implement a permit fee increase to meet costs.
- Review and update animal regulations. Create Demolition and Motel/Hotel Regulations.
- Update and improve the scanning process for all documents received in the department.

**Description of Changes:**

The Board of Health requested an increase in Personal Services to increase the Public Health Nurse from 30 hours to 37.5 hours. This is 390 hours a year. The addition of COVID-19 responsibility has significantly increased the workload of the Nursing position. There has been DPH grant money and CARES Act funds, but it is not sustainable. COVID-19 is going to be with us for the significant foreseeable future, and 390 hours a year will easily be consumed in COVID work. The Public Health Nurse is an essential position within the office. With increasing requirements on deliverables to the state, which include Emerging Infectious disease, vape and e-cigarette related lung disease being deemed as a “reportable disease” to the Department of Public Health and an increasing need to include mental health as contributor to substance abuse, 30 hours a week is no longer sufficient. We have been informed that the contact tracing collaborative will no longer be taking positive COVID19 cases after November 30<sup>th</sup>, 2021. Our department will no longer be able to contact trace all the resident cases after December 31<sup>st</sup>, 2021. Cases come in all hours of the day and night 7 days a week.

The Public Health Nurse is already a benefitted position. An additional 20% in hours is insignificant to benefits. Additionally, many hours each year are put in to process all immunization insurance forms to ensure the town is properly reimbursed for each vaccination. This processing of paperwork takes away time that could be used create mental health programming, senior health programming, community health education, and opioid safety. This responsibility is not in the current job description for the public health nurse. The only cost increase will be in salary. The full Board of Health has voted in favor of asking for this increase in hours to increase nursing services to the community. On December 14<sup>th</sup>, 2021, the Select Board voted to fund the additional nursing hours for FY22 using ARPA funds. There is still a pending request to fund the additional hours using ARPA funding for FY23 and FY24.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
HEALTH DIRECTOR	100,369.07	104,425.00	106,514.00	106,514.00	106,514.00	106,514.00	2.00%	2,089.00
HEALTH AGENT	71,943.08	75,216.00	77,098.00	77,098.00	79,023.00	80,998.00	2.50%	1,882.00
DIRECTOR - ENVIRON SERVICES	87,720.03	91,264.00	93,090.00	93,090.00	93,090.00	93,090.00	2.00%	1,826.00
FOOD INSPECTOR	35,526.03	36,106.00	36,106.00	36,106.00	36,106.00	36,106.00	0.00%	-
NURSE	66,852.54	69,548.00	88,673.00	70,939.00	88,334.00	88,673.00	2.00%	1,391.00
ADMINISTRATIVE ASSISTANT	54,770.85	55,868.00	55,868.00	55,868.00	55,653.00	55,868.00	0.00%	-
LONGEVITY	4,308.00	4,234.00	2,223.00	2,223.00	2,473.00	3,073.00	-47.50%	(2,011.00)
<b>CATEGORY TOTAL</b>	<b>421,489.60</b>	<b>436,661.00</b>	<b>459,572.00</b>	<b>441,838.00</b>	<b>461,193.00</b>	<b>464,322.00</b>	<b>1.19%</b>	<b>5,177.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCE	435.15	450.00	450.00	450.00	450.00	450.00	0.00%	-
VEHICLE MAINTENANCE	179.12	400.00	400.00	400.00	400.00	400.00	0.00%	-
CONTRACTED CLERICAL SERVICES	1,500.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
BIOHAZARD WASTE DISPOSAL	1,162.93	900.00	1,200.00	1,200.00	1,200.00	1,200.00	33.33%	300.00
LABORATORY SERVICES	125.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
DENTAL SERVICES	-	3,400.00	3,400.00	3,400.00	3,400.00	3,400.00	0.00%	-
CONTRACTED SERVICES	-	-	-	-	-	-	-	-
CONSULTING SERVICES	1,200.00	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	0.00%	-
ADVERTISING - LEGAL	606.36	500.00	600.00	600.00	600.00	600.00	20.00%	100.00
PRINTING SERVICES	1,663.82	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
GASOLINE	614.44	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
OFFICE SUPPLIES	3,221.13	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
HEALTH / MEDICAL SUPPLIES	1,854.94	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
BOOKS & SUBSCRIPTIONS	89.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
TRAVEL - MILEAGE	209.03	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEETINGS & CONFERENCES	450.00	2,000.00	4,000.00	4,000.00	4,000.00	4,000.00	100.00%	2,000.00
DUES & MEMBERSHIPS	1,762.55	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	0.00%	-
ENCUMBRANCES	150.00	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>15,223.47</b>	<b>24,500.00</b>	<b>26,900.00</b>	<b>26,900.00</b>	<b>26,900.00</b>	<b>26,900.00</b>	<b>9.80%</b>	<b>2,400.00</b>
<b>DEPARTMENT TOTAL</b>	<b>436,713.07</b>	<b>461,161.00</b>	<b>486,472.00</b>	<b>468,738.00</b>	<b>488,093.00</b>	<b>491,222.00</b>	<b>1.64%</b>	<b>7,577.00</b>

**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; health fairs; educational health programs for community and schools; lead program; health screenings; mental programs and referrals; substance abuse prevention services; school-based dental program for grades k-6; senior dental program; tobacco control including enforcement of state and local smoking control requirements, issuance of permits for tobacco retailers and compliance monitoring; town employee wellness program; sharps program and unwanted medication drop off; emergency preparedness.

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

**Significant Departmental Accomplishments:**

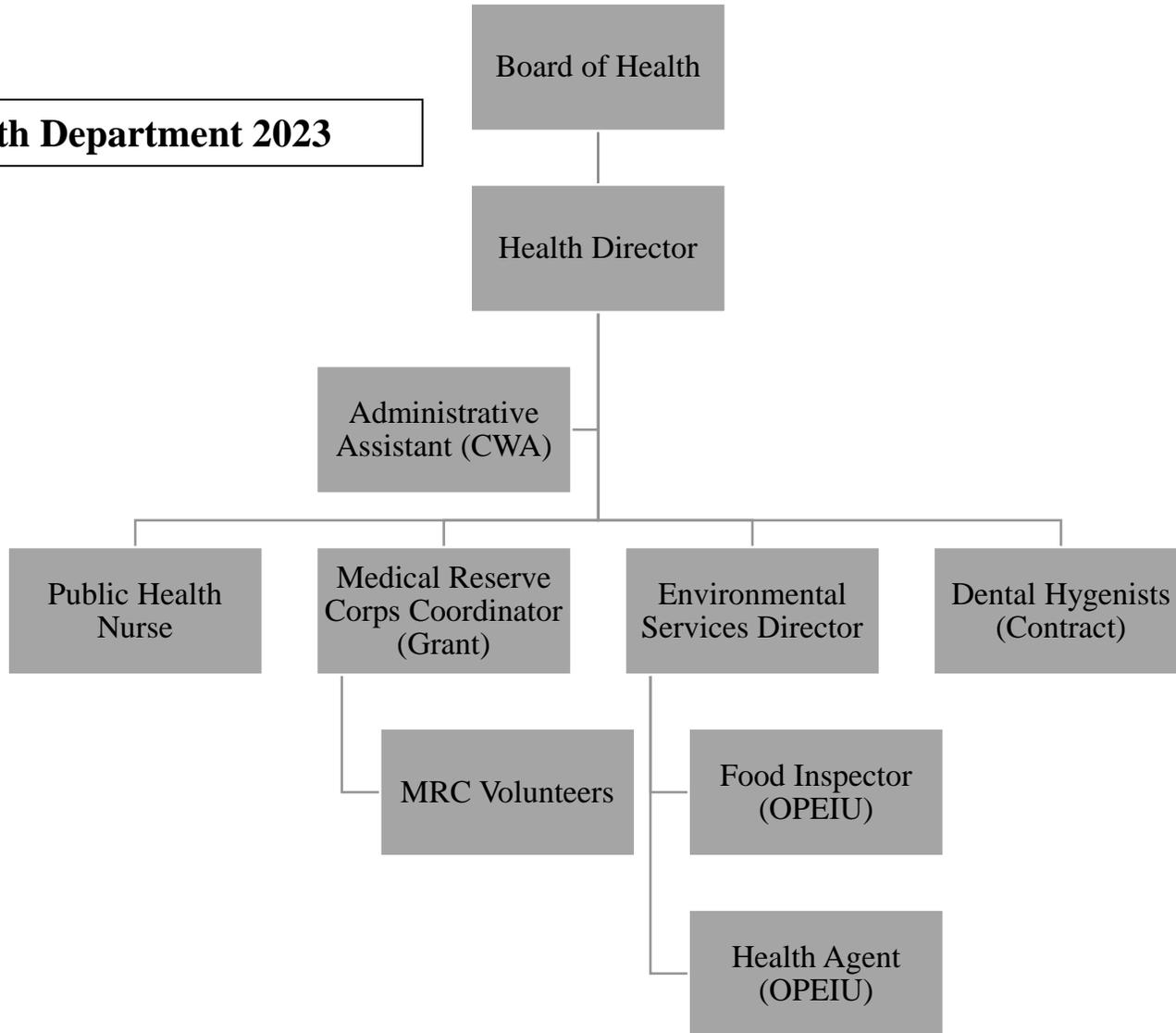
- The department staff provided over 2,300 in-field inspections for nuisance, food, housing, septic, HAZMAT, beaches, animals, state and local COVID-19 requirement inspections and etc.
- Mentored six interns within the Environmental and Nursing Program.
- Updated electronic inspectional equipment and software for food inspections.
- Created an electronic inspection/software program for tobacco inspections.
- Completed Standard #5 in the FDA retail program standards for Food Borne Illness Investigation.
- In process of completing Standard #9 and #8 of the FDA retail program standards.
- We purchased all new inspection equipment for four food inspectors in the department through the FDA grant program.
- We utilized training funding through the FDA grant program to send two inspectors to a CEU public health conference.
- Implemented Social Media such as Facebook as a tool to disseminate critical information. To date, over 7,000 people are following the page.
- Updated the local food regulation to reduce the financial impact of new businesses opening establishments in the community.
- We worked with several departments to work on a simplified process for businesses to extend their seating outdoors during COVID-19 state requirements.
- Provided education on tick borne disease, illness, and prevention at the local Farmer's market.
- Produced a virtual educational program to all Food Establishments in town that was focused on the Food Safety Manager/Person in Charge. The training was funded by an FDA grant and the interactive training was instituted by a Food Safety Consulting Firm.

- Emergency Preparedness 72 Hour kits were provided to over 40 residents with disabilities by the Office of Disability and Homeland Security grant program. A one hour virtual training was also provided to any residents interested in these services.
- The Healthy Lakes and Ponds Collaborative continued to utilize CPC funds to conduct pre-assessment and post-assessment surveys. We continued to monitor and address invasive plants, algal blooms, and treatments to protect our bodies of water.
- Continued to strengthen MRC response capabilities in community and region with trainings, and drills. Our region received additional EP equipment to use for drive thru immunization clinics.
- Ongoing work to the town's special medical/ functional needs shelter plan for inclusion in Westford's shelter plan.
- Provided a robust selection of town employee wellness programs including CSA programs for fresh food and programs such as yoga, golf etc. for employees.
- Secured \$7,500 in NAACHO grant funding for building of "Preparing Volunteers in EDS sites.
- Received \$47,018 in PHEP and MRC grant funding.
- Used volunteer Medical Reserve Corp members to staff community and school-based flu clinics and public health events/clinics. In FY21, the UMV MRC also participated in activities specific to WESTFORD (host agent) 675 volunteers, thousands of hours were donated during FY-21 for COVID clinics, programs, and pandemic assistance. Significant economic value to Westford.
- Provided CPR training utilizing MRC trainers. Participants are trained to use AED and to perform CPR.
- Provided over a 1,000 flu doses. Sought reimbursement for administration and vaccine, securing revenues to the revolving fund. (This number varies year to year.)
- Sought and received ~ \$5,000 in private donations to sustain the senior dental program, which provides free dental care to the uninsured and underinsured elderly in town.
- Submitted and received \$40,820 in grants from the FDA to assist with our Food Inspectional Program, staff training, and ensure department meets standards for the FDA Risk Based Food Protection. Used funding to upgrade equipment, develop policies and procedures, and implement additional standards.
- Provided ServSafe certification program for food handlers and organizations with FDA funding.
- Provided sharps pick-up for medical waste and worked collaboratively with Police Department to include medication drop off at the Police Department and drop off days in conjunction with DEA.
- Provided two trainings for real estate agents and residents on Title 5, Fire Prevention, and Wells in 2021.
- Westford Coalition for Non-Violence committee continued monthly taskforce committee meetings and activities.
- Implemented an electronic filing system. This will reduce storage needs and help the department be "greener" moving forward.
  - Provided weekly COVID19 education, answering resident and business questions, case count updates and more.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Health Director	1.0	EXEM	106,514.00	1,100.00	107,614.00
Director Environmental Svcs	1.0	EXEM	93,090.00	-	93,090.00
Health Agent	1.0	OPEIU	77,098.00	-	77,098.00
Nurse	0.8	NON	70,939.00	600.00	71,539.00
Food Inspector	0.5	OPEIU	36,106.00	523.00	36,629.00
Administrative Assistant	1.0	CWA	55,868.00	-	55,868.00
<b>Total Personal Services</b>	<b>5.3</b>		<b>439,615.00</b>	<b>2,223.00</b>	<b>441,838.00</b>

**Health Department 2023**



**Metrics**

<b>Communicable Disease</b>					
	<b>FY21</b>	<b>FY20</b>		<b>FY21</b>	<b>FY20</b>
Babesiosis	3	0	Seasonal Flu immunizations	1,396	1,361
Campylobacter	4	0	School Flu Immunizations	38	47
Cryptosporidiosis	1	0	Pneumonia	0	1
Influenza (FLU)	0	326	<b>Clinics</b>		
Giardia	1	1	Cholesterol Screening	0	5
Group A or B Strep	0	1	Tuberculosis Testing	0	N/A
Hepatitis A	0	0	Immunizations	See Flu immunizations	70
Hepatitis B	0	0	Pap Smear Clinic	0	N/A
Hepatitis C	1	1	Home Visits	8	6
HGA	6	11	School Dental Program	0 due to COVID	225
Legionellosis	0	1	Hypertension Screening	0 Due to COVID	65
			MRC Hypertension Scr.	0 Due to COVID	350
Lyme Disease	35	44	Animal Bite Consultation	31	36
Pertussis	0	0	Hearing	0 Due to COVID	13
Salmonella	1	5			

Shiga Toxin Producing Organism	1	3	<b>Educational Programming</b>		
Strep Pneumonia	0	1	Number of Programs	6	9
Active TB	0	0	Participants	287	27
TB- Latent	2	4	CPR/First Aid trained Stop the Bleed/UHA	116 due to COVID	300
Toxoplasmosis	0	0	<b>Employee Health Programs</b>		
Varicella	1	1	Number of Programs	4	8
Yersiniosis	0	0	Participants	119	146
COVID Confirmed	1,448	152	Arranged discounted health club membership for employees	6	6

**Applications Reviewed/Permits Approved**

<b>Septic Related</b>	<b>FY21</b>	<b>FY20</b>	<b>Food Service Related</b>	<b>FY21</b>	<b>FY20</b>
Septic Haulers/Installers	81	85	Permitted Food Establishments	153	178
Soil Evaluations & Percolation Testing	99	77	Food Establishment Complaints	22	27
System Construction	168	143	Catering Licenses	2	2
Portable Chemical Toilets	5	1	Other (Frozen Dessert, Milk & Cream)	101	105

Title 5 Inspections Reviewed	311	201	Food Establishment Plans Reviewed	9	6
System Construction Inspections	674	649	Mobile	8	8
			Seasonal Establishments	19	22
<b>Water/Well Systems Related</b>			Temporary Events	27	46
Wells/Water Systems	25	13	Farmer's Market	19	12
			Residential	3	5
<b>Camp/Camping Related</b>			<b>Miscellaneous</b>		
Day/Overnight & Rec Camps	5	4	Temporary Housing	1	0
Inspections Conducted	7	5	Housing Inspections	48	68
			Beaver Inspections/Complaints	7	6
<b>Recreational Water Related</b>			Building Permits	239	168
Swimming Pool Inspections	23	19	Stabling & Piggery Permits/Inspection	12	12
Swimming Pools	21	20	Hazardous Materials Registration	36	28
Bathing Beaches	13	12	Demo Permit Inspections	21	9
Bathing Beach Inspections/Testing	192	180	Funeral Directors License	3	3

<b>Body Art</b>	<b>FY21</b>	<b>FY20</b>			
Body Art Practitioner	2	1			
Body Art Establishment	1	1			
Body Art Plan Review	0	1			

**Permit and Services Receipts**

	<b>FY21 Revenue</b>	<b>FY20 Revenue</b>		<b>FY21 Revenue</b>	<b>FY20 Revenue</b>
Septic	24,600	23,150	Well Child	0	0
Portable toilets	90	15	Mantoux Testing	0	0
Installers	7,450	7,950	Cholesterol	0	100
Haulers	2,625	3,000	Immunization	0	0
Temporary food permits	870	1,290	Dental	0	820
Soil evaluation & percolation tests	30,970	23,525	Fines	400	200
Pump and water systems	1,300	1,375	Funeral Directors	75	225
Stabling/piggery	975	585	Camping/hotel/motel		750
Food	34,710	36,075	Pool	2,950	2,650
Frozen dessert	360	260	Beach	1,710	1,520

Mobile food-catering	1,200	900	Well	1,375	1,375
Tobacco	3,385	2,850	Pap Test	0	0
Farmers Market	610	395	Residential Kitchen	0	390
Title V review	9,320	6,625	ServSafe revenue	0	3,825
Pre- Demolition Walk through	440	495	Hazmat permit	2,850	3,375
Housing Inspections	185	85	Recreational camp permit	1,250	900
Beaver Dam Modification	75	75	Body Art Establishment	500	500
Food Establishment Plan Rev,	1,665	815			
Body Art Plan Review	0	500		<b>FY21</b>	<b>FY20</b>
Body Art Practitioner	500	300	<b>Total Receivables</b>	<b>132,440</b>	<b>126,145</b>

## 541 Council on Aging

### **Mission Statement:**

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

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

### **Goals:**

- Strengthen diversity, equity and inclusion into our program and service delivery
- Work in collaboration with other town department in offering program opportunities, services, and communication efforts to better serve the older adult population.
- Seek funding to adequately fund a new band for our COA van drivers.
- Research and define future infrastructure needs that will better prepare the town to address increased service delivery and quality of life needs for the increasing older adult population.

### **Budget Narrative:**

The Cameron is glad to have our doors back open again welcoming back our center participants. Many of our center participants are very appreciative of being able to come to the center to participate in programs again and be with friends. Our FY23 budget request only asks for additional funding on existing 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 an emergency hardship. Some of the services we offer include fuel assistance, SNAP, SHINE, housing, tax preparations, transportation, food pantry, Cameron Clothes Closet, Medical Equipment, Holiday Baskets, Tax Relief for the Elderly and Disabled a/k/a T.R.E.A.D., Senior Work-Off Abatement Program, companion / respite care-CTI, legal services in addition to acting as a community emergency shelter. Also, we are excited to offer over ten different exercise classes for all levels of fitness from aerobic, Tai Chi, Zumba, Chair aerobics, etc. and a state-of-the-art fitness center which cost only \$50 a year to join. 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 program offerings 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 increased funding will help support our daily programs, service offerings, and new town initiatives.

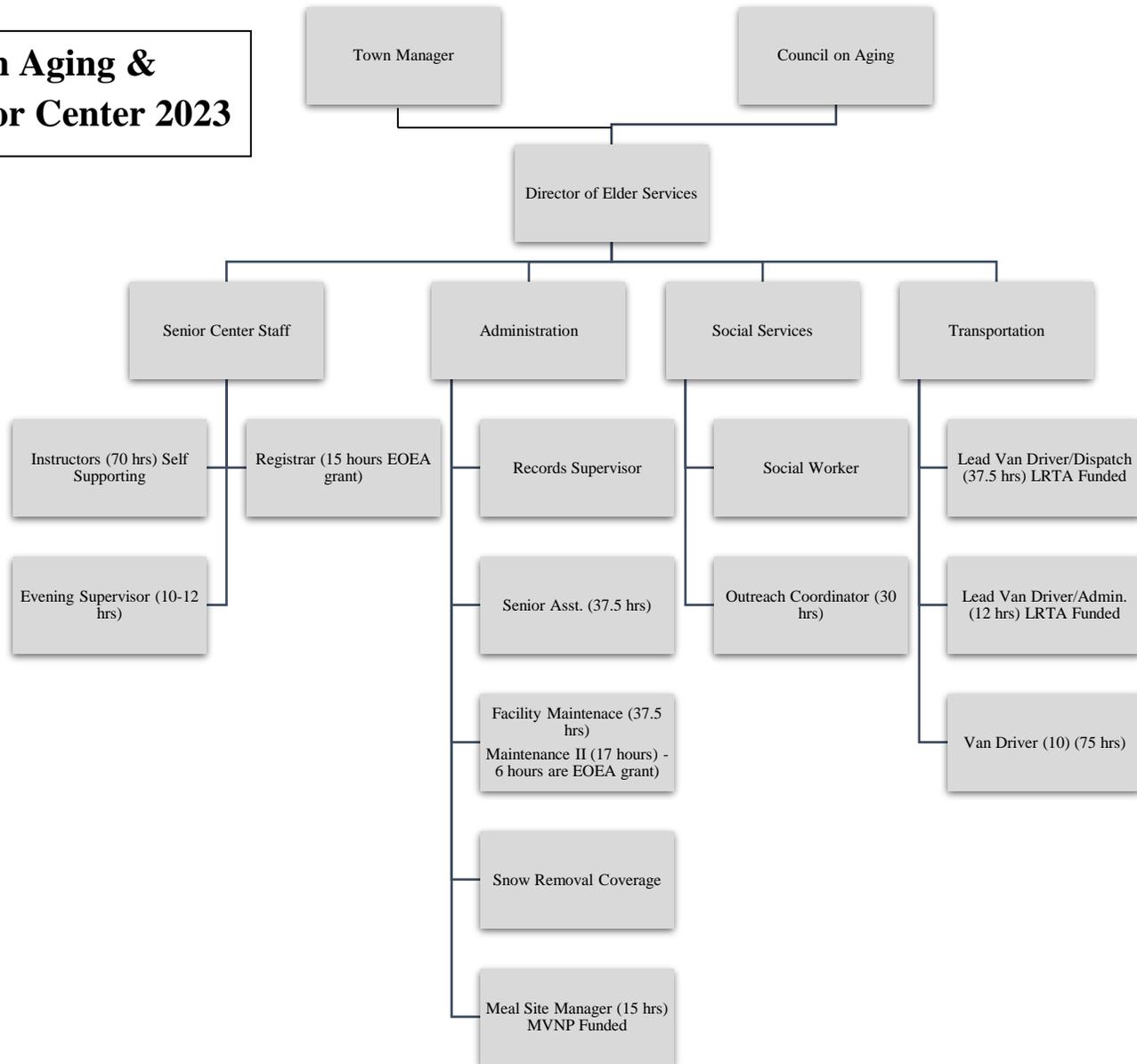
Cameron utility bills are based on the average usage of last year.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DIRECTOR	93,567.98	98,348.00	100,315.00	100,315.00	100,315.00	100,315.00	2.00%	1,967.00
SOCIAL WORKER	84,975.35	88,409.00	90,177.00	90,177.00	90,177.00	90,177.00	2.00%	1,768.00
RECORDS SUPERVISOR	29,088.96	29,484.00	29,484.00	29,484.00	29,484.00	29,484.00	0.00%	-
SENIOR ASSISTANT	69,674.89	72,961.00	75,750.00	75,750.00	76,658.00	77,575.00	3.82%	2,789.00
OUTREACH COORDINATOR	36,893.17	38,323.00	39,089.00	39,089.00	39,089.00	39,089.00	2.00%	766.00
EVENT SUPPORT WORKER	13,253.27	11,409.00	11,870.00	11,870.00	11,870.00	11,870.00	4.04%	461.00
MAINTENANCE WORKER I	47,523.57	52,677.00	52,677.00	52,677.00	52,677.00	52,677.00	0.00%	-
VAN DRIVERS	3,978.58	31,050.00	31,050.00	31,050.00	31,050.00	31,050.00	0.00%	-
EVENING SUPERVISOR	8,190.22	9,446.00	9,635.00	9,635.00	9,635.00	9,635.00	2.00%	189.00
LONGEVITY	3,330.00	3,780.00	4,030.00	4,030.00	4,317.00	4,817.00	6.61%	250.00
SNOW REMOVAL COVERAGE	331.50	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SENIOR REBATE PROGRAM	-	30,000.00	30,000.00	30,000.00	37,500.00	37,500.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>390,807.49</b>	<b>466,887.00</b>	<b>475,077.00</b>	<b>475,077.00</b>	<b>483,772.00</b>	<b>485,189.00</b>	<b>1.75%</b>	<b>8,190.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	109.90	250.00	250.00	250.00	275.00	275.00	0.00%	-
ELECTRICITY	21,565.48	22,500.00	24,000.00	22,500.00	26,000.00	27,750.00	0.00%	-
NATURAL GAS	12,442.58	11,500.00	14,500.00	14,000.00	17,500.00	19,500.00	21.74%	2,500.00
WATER	2,674.73	2,000.00	2,700.00	2,700.00	2,900.00	2,900.00	35.00%	700.00
SEWER/SEPTIC	139.00	3,500.00	4,000.00	3,500.00	4,800.00	5,000.00	0.00%	-
BUILDING MAINTENANCE	3,391.77	6,000.00	8,000.00	6,000.00	11,000.00	12,500.00	0.00%	-
VEHICLE MAINTENANCE	2,208.44	3,000.00	4,500.00	4,500.00	5,600.00	6,200.00	50.00%	1,500.00
EQUIPMENT MAINTENANCE	945.02	2,000.00	2,700.00	2,700.00	3,300.00	3,300.00	35.00%	700.00
BLDG MAINT SVCS - HVAC	4,037.94	8,000.00	12,000.00	4,000.00	15,000.00	18,500.00	-50.00%	(4,000.00)
BLDG MAINT SVCS - GENERATOR	539.00	650.00	850.00	850.00	1,000.00	1,100.00	30.77%	200.00
BLDG MAINT SVCS - ELEVATOR	5,584.00	1,600.00	2,000.00	2,000.00	3,200.00	3,900.00	25.00%	400.00
BLD MAINT SVCS - FIRE/ALARM	2,946.12	1,900.00	3,200.00	3,200.00	3,400.00	3,600.00	68.42%	1,300.00
HEALTH / NUTRITION SERVICES	515.51	-	500.00	500.00	600.00	700.00		500.00
POSTAGE	6,509.00	7,500.00	7,800.00	7,800.00	8,300.00	8,450.00	4.00%	300.00
GASOLINE	2,575.09	10,500.00	13,000.00	13,000.00	16,000.00	17,500.00	23.81%	2,500.00
OFFICE SUPPLIES	1,654.47	2,600.00	3,000.00	2,600.00	3,500.00	3,700.00	0.00%	-
OFFICE EQUIPMENT	-	600.00	800.00	800.00	1,000.00	1,000.00	33.33%	200.00
CUSTODIAL / CLEANING SUPPLIES	1,033.07	6,000.00	7,200.00	6,000.00	7,600.00	7,600.00	0.00%	-
PROGRAMS & ACTIVITIES	608.47	500.00	1,000.00	1,000.00	1,000.00	1,000.00	100.00%	500.00
SOCIAL & CULTURAL PROGRAMS	1,452.37	1,000.00	1,500.00	1,500.00	1,500.00	1,500.00	50.00%	500.00
TRAVEL - MILEAGE	821.74	1,000.00	1,500.00	1,500.00	2,000.00	2,000.00	50.00%	500.00
MEETINGS & CONFERENCES	-	500.00	800.00	800.00	900.00	900.00	60.00%	300.00
DUES & MEMBERSHIPS	-	900.00	1,200.00	1,200.00	1,200.00	1,200.00	33.33%	300.00
ENCUMBRANCES	6,031.79							-
<b>CATEGORY TOTAL</b>	<b>77,785.49</b>	<b>94,000.00</b>	<b>117,000.00</b>	<b>102,900.00</b>	<b>137,575.00</b>	<b>150,075.00</b>	<b>9.47%</b>	<b>8,900.00</b>
<b>DEPARTMENT TOTAL</b>	<b>468,592.98</b>	<b>560,887.00</b>	<b>592,077.00</b>	<b>577,977.00</b>	<b>621,347.00</b>	<b>635,264.00</b>	<b>3.05%</b>	<b>17,090.00</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
COA Director	1.0	EXEM	100,315.00	600.00	100,915.00
Social Worker	1.0	EXEM	90,177.00	850.00	91,027.00
Records Supervisor	0.5	CWA	29,484.00		29,484.00
Senior Assistant	1.5	CWA	75,750.00	600.00	76,350.00
Outreach Coordinator	0.7	NON	39,089.00	880.00	39,969.00
Event Support Worker	0.3	NON	11,870.00		11,870.00
Maintenance Worker 1	1.0	CWA	52,677.00	1,100.00	53,777.00
Van Drivers		NON	31,050.00		31,050.00
Evening Supervisor		NON	9,635.00		9,635.00
Snow Removal Coverage		NON	1,000.00		1,000.00
Senior Rebate		NON	30,000.00		30,000.00
<b>Total Personal Services</b>	<b>6.0</b>		<b>471,047.00</b>	<b>4,030.00</b>	<b>475,077.00</b>

**Council on Aging &  
Cameron Senior Center 2023**



**Metrics for 2020/2021**

With our response to COVID-19 our metrics are reflective of this special time period, please find below:

- COA staff booked 292 vaccination appointments and provided 208 rides to varying vaccination sites
- 4,014 contacts for case management/social services for those over age 60
- 816 contacts for case management/social services for those ages 18 - 59
- 44 jobs/97 hours of volunteer handyman services to seniors
- 4,867 transportation rides provided
- 380 tax returns completed by AARP volunteer Hal Schreiber
- 115 SHINE counseling sessions provided by Fred Baumert
- 140 households received Thanksgiving Meal cards totaling \$10,500
- 140 households received Christmas Meal cards totaling \$10,500
- 141 children received Christmas Gift cards totaling \$14,100

Worked in partnership with the schools to establish an Emergency Relief Assistance Fund to assist families that were financially impacted by COVID-19 and raised \$20,000 plus dollars thanks to the Westford community.

### 543 Veteran's Services

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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DIRECTOR	62,790.34	65,327.00	66,634.00	66,634.00	66,634.00	66,634.00	2.00%	1,307.00
SENIOR ASSISTANT	4,786.96	4,978.00	5,171.00	5,171.00	5,373.00	5,577.00	3.88%	193.00
LONGEVITY	850.00	850.00	850.00	850.00	1,100.00	1,100.00	0.00%	-
VETERANS TAX WORK PROGRAM	-	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>68,427.30</b>	<b>78,655.00</b>	<b>80,155.00</b>	<b>80,155.00</b>	<b>80,607.00</b>	<b>80,811.00</b>	<b>1.91%</b>	<b>1,500.00</b>
<b>EXPENSES</b>								
MONUMENT MAINT SERVICES	-	-	-	-	-	-		-
CONTRACTED SERVICES	449.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
OFFICE SUPPLIES	12.06	-	100.00	100.00	100.00	100.00		100.00
PROGRAMS & ACTIVITIES	3,402.70	5,000.00	6,500.00	6,500.00	7,000.00	7,000.00	30.00%	1,500.00
MEETINGS & CONFERENCES	-	-	1,000.00	1,000.00	1,000.00	1,000.00		1,000.00
VETERAN'S SERVICES	27,059.43	65,000.00	55,000.00	55,000.00	55,000.00	55,000.00	-15.38%	(10,000.00)
ENCUMBRANCES	-	-	-	-	-	-		-
<b>CATEGORY TOTAL</b>	<b>30,923.19</b>	<b>70,500.00</b>	<b>63,100.00</b>	<b>63,100.00</b>	<b>63,600.00</b>	<b>63,600.00</b>	<b>-10.50%</b>	<b>(7,400.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>99,350.49</b>	<b>149,155.00</b>	<b>143,255.00</b>	<b>143,255.00</b>	<b>144,207.00</b>	<b>144,411.00</b>	<b>-3.96%</b>	<b>(5,900.00)</b>

### Description of Changes:

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

- In FY21, the number of Chapter 115 benefits recipients fluctuated between 5 to 9 recipients. Reporting and reimbursement requests are spot on, and we continue to receive the maximum reimbursement from the state, 75%, for the last 8 years.
- In FY21, the total monthly benefit paid to recipients averaged \$2,400 between 5 to 9 recipients. The total paid out in FY21 was close to \$27,000. The actual amount is variable based on the number of reimbursable items submitted by the recipient.
- During the 2021 reporting period, the VA paid over \$599,000 in disability, compensation, and pension benefits to our resident veterans. This item is NOT part of our budget, FYI only.
- 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 a full 37-1/2 position along with an administrative assistant funded for 4 hours/week.
- VSO is certified to state standards. Recertification will occur in 2024.

### **Programs & Services:**

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

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

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

**Personnel:**

**Veterans 2023**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director	1.0	EXEM	66,634.00	850.00	67,484.00
Senior Assistant	0.1	CWA	5,171.00		5,171.00
Veterans' Tax Work Program			7,500.00		7,500.00
<b>Total Personal Services</b>	<b>1.1</b>		<b>79,305.00</b>	<b>850.00</b>	<b>80,155.00</b>



## Culture & Recreation

### 610 Library

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

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

**Goals:** 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.

**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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
LIBRARY DIRECTOR	117,064.74	121,795.00	124,230.00	124,230.00	124,230.00	124,230.00	2.00%	2,435.00
ASSISTANT DIRECTOR	79,933.33	83,163.00	84,826.00	84,826.00	84,826.00	84,826.00	2.00%	1,663.00
SENIOR LIBRARIANS	294,325.22	305,862.00	312,068.00	312,068.00	312,068.00	312,068.00	2.03%	6,206.00
LIBRARY ASSISTANTS	645,872.65	712,834.00	724,485.00	724,485.00	735,720.00	752,644.00	1.63%	11,651.00
OFFICE MANAGER	60,392.48	62,995.00	64,572.00	64,572.00	67,940.00	68,201.00	2.50%	1,577.00
OTHER SUPPORT STAFF SUNDAYS	-	-	15,147.00	15,147.00	15,450.00	15,759.00		15,147.00
OPEN FRI. AM's (ADD 4 HPW)	-	-			21,439.00	21,439.00		-
CUSTODIANS	69,509.09	70,689.00	71,341.00	71,341.00	71,072.00	71,341.00	0.92%	652.00
PAGES	10,129.11	17,381.00	18,320.00	18,320.00	23,400.00	23,490.00	5.40%	939.00
CUSTODIAL OVERTIME	-	3,028.00	3,028.00	3,028.00	3,028.00	3,028.00	0.00%	-
MLS STIPENDS	2,400.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
LONGEVITY	21,457.00	22,893.00	22,957.00	22,957.00	24,942.00	26,123.00	0.28%	64.00
<b>CATEGORY TOTAL</b>	<b>1,301,083.62</b>	<b>1,403,640.00</b>	<b>1,443,974.00</b>	<b>1,443,974.00</b>	<b>1,487,115.00</b>	<b>1,506,149.00</b>	<b>2.87%</b>	<b>40,334.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCES	1,089.51	1,260.00	1,260.00	1,260.00	1,260.00	1,260.00	0.00%	-
ELECTRICITY	21,368.57	24,583.00	25,991.00	25,991.00	25,991.00	25,991.00	5.73%	1,408.00
HEATING FUEL	13,196.02	15,000.00	16,640.00	16,640.00	16,640.00	16,640.00	10.93%	1,640.00
WATER	1,200.57	1,565.00	1,428.00	1,428.00	1,428.00	1,428.00	-8.75%	(137.00)
EQUIPMENT MAINTENANCE	21,060.47	37,834.00	27,011.00	27,011.00	27,011.00	27,011.00	-28.61%	(10,823.00)
MVLC NETWORK MAINTENANCE	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	0.00%	-
POSTAGE	3,372.05	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
PRINTING SERVICES	4,655.00	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
OFFICE SUPPLIES	7,841.13	13,500.00	12,000.00	12,000.00	12,000.00	12,000.00	-11.11%	(1,500.00)
CUSTODIAL / CLEANING SUPPLIES	3,627.10	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	208,717.15	228,000.00	228,000.00	228,000.00	205,000.00	205,000.00	0.00%	-
MILEAGE	290.99	816.00	816.00	816.00	816.00	816.00	0.00%	-
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
DUES & MEMBERSHIPS	500.00	800.00	800.00	800.00	800.00	800.00	0.00%	-
ENCUMBRANCES	25,000.00							-
<b>CATEGORY TOTAL</b>	<b>347,918.56</b>	<b>372,658.00</b>	<b>363,246.00</b>	<b>363,246.00</b>	<b>340,246.00</b>	<b>340,246.00</b>	<b>-2.53%</b>	<b>(9,412.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,649,002.18</b>	<b>1,776,298.00</b>	<b>1,807,220.00</b>	<b>1,807,220.00</b>	<b>1,827,361.00</b>	<b>1,846,395.00</b>	<b>1.74%</b>	<b>30,922.00</b>

**Description of Changes:**

Please note that significant CLOSEOUTS from the Library Operating and Personal Services lines were again made at the end of FY21, as the MBLC waived the HOURS and the MATERIALS EXPENDITURE requirements for statewide library certification for a second year, in light of the Coronavirus Pandemic. This state-level accommodation ceases in FY22. 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. The LIBRARY ASSISTANTS line item reflects the impact of a recent retirement and resignation of long-term staffers being replaced at a lower entry step. LONGEVITY payouts reflect the retention of other long-term staff, but there is a strong potential that this number will reduce with the future retirement of senior staff. Library Paging is projected at 80% of its former level [as downloadable formats increase as a percentage of total circulation]. FY23 sees the restoration of winter Sunday hours, which were curtailed due to the Pandemic lockdown in FY20 and unfunded in both FY21 and FY22. More staffing changes are foreseeable as two-thirds 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 FY23 Budget Submittal meets the Certification Requirements set forth by the Massachusetts Board of Library Commissioners (MBLC) clearing the Municipal Appropriation Requirement (MAR) — primarily with the restoration of Sunday hours. Additionally, the 15% Materials Expenditure for BOOKS is met, with continued reliance on offsets from FRIENDS, GIFTS, TRUST FUNDS and direct technology costs; if this requirement is not met, the State Aid to Public Libraries “grant” is proportionately reduced. The majority of the annual State Aid payment is used to pay 50% of the Merrimack Valley Library Consortium annual network membership fee. Utility projections reflect both the town-wide bidding and FY21 Actuals with heat and electricity calculated at a higher unit rate, and the continued savings due to replaced LED lighting, ballasts and the application of solar credits. However, we can expect to see increases in both electrical and heating costs, as the Fresh Air Unit, air purifiers, and heat pumps run additional hours to promote increased air flow and ventilation throughout library spaces, and offset the heating draw for the daily span when windows are opened throughout the library.

**Programs & Services:**

In a typical year, the J. V. Fletcher Library would provide 314 days of service, offering the following broad categories as a state-certified library offering services to all residents of the Commonwealth:

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

### Services During COVID – FY21:

Library staff displayed all their creativity, planning, technical prowess, imagination and flexibility as all collection access, programming, and outreach pivoted to remote and virtual outreach, adding winter Browsing by appointment and finally re-opening to the public on June 1, 2021. Prior to June 1, staff delivered over 25,000 curbside pickups to the rear entry and covered the equivalent distance of walking to Pittsburgh PA. New service delivery was supported by new technologies and over four dozen new procedures. COVID-safe and CDC-compliant new offerings included:

- *Curbside Pickup – 44 hours per week*
- *KANOPY [streaming films]*
- *OverDrive downloadable books, audiobooks, and magazines*
- *Hoopla [streaming music, movies, comic books and content]*
- *Book the Browse Tent, Laptop on the Lawn and Device Advice*
- *Craft Bundles, Book Bundles, Build a Bag and Grab and Go Bags – all via curbside pickup*
- *Beans, Bestsellers and Books!*
- *Drive-through Friend's Book Sale*
- *ABC and Me! Storytime*
- *In-person and outdoor, socially-distant Mother Goose Times*
- *VIRTUAL book clubs for adults, teens/tweens, and kids*
- *VIRTUAL Mug Treat Tuesdays [tweens and teens!]*
- *VIRTUAL story times, tween/teen programs, and Library Facebook group*
- *Outdoor parking lot events, with family attendees parked & tuned into their car radio station ...1610 AM WJVF... Still Serving You!*



*Story Walks in town and on the Library Lawn*



**Personnel:**

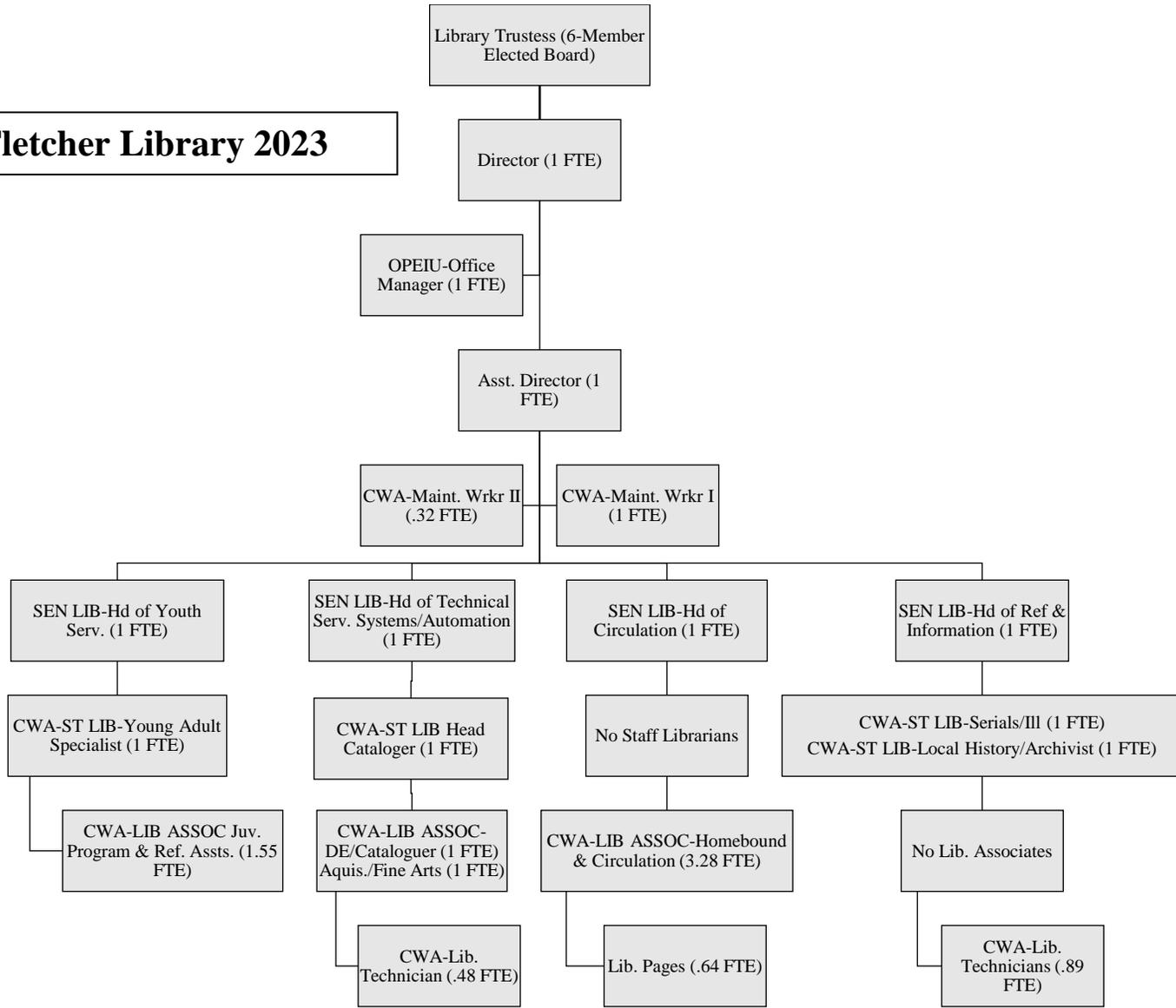
Position	FTE	Unit	Salary	Longevity	Total
Library Director	1.0	EXEM	124,230.00	2,600.00	126,830.00
Asst. Library Director	1.0	EXEM	84,826.00	1,600.00	86,426.00
Office Manager	1.0	OPEIU	64,572.00	600.00	65,172.00
Maintenance Workers	1.3	CWA	71,341.00	792.00	72,133.00
Maintenance Coverage			3,028.00		3,028.00
Senior Librarian	4.0	EXEM	312,068.00	5,650.00	317,718.00
Staff Lib. & Lib. Assoc.	11.2	CWA	640,768.00	11,715.00	652,483.00
Librarian Technician	1.0	CWA	43,467.00		43,467.00
Substitute Coverage			40,250.00		40,250.00
Other Support Staff - Sundays			15,147.00		15,147.00
MLS Stipends			3,000.00		3,000.00
Pages	0.8		18,320.00		18,320.00
<b>Total Personal Services</b>	<b>21.3</b>		<b>1,421,017.00</b>	<b>22,957.00</b>	<b>1,443,974.00</b>

**Other Metrics as of 6/30/2021:**

[Full public service hours were restored June 1, but some services remained in abeyance — Meeting Room Usage and the in-house Volunteer Program].

Activity	Measure of Quantity/Quality	Activity	Measure of Quantity/Quality
Annual Hours of Service	2,113	Library Programs	361
Circulation	317,105	Program Attendance	9,007
Door Count Annually	15,996 [June 2021 only per MBLC]	Meeting Room Bookings	24
Information Questions	7,106 [June 2021 only per MBLC]	Inter-Library Loans	67,934
Summer Reading Registrants	1,467	Database, Electronic, WiFi & Web Sessions	295,548
Browse Tent Appointments	348	In-house Volunteers	0
Curbside Deliveries	24,436	Holdings	204,826

**J.V. Fletcher Library 2023**



## 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 & Grounds employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets; 58%, 30.2 weeks in Parks; 42%, 22 weeks in Highway. The Parks and Grounds budget is partially supplemented via a 53E 1/2 Maintenance Revolving Account that receives user fees associated with groups and organizations that utilize our athletic facilities.

### Description of Changes:

**Personal Services:** The majority of the FY23 increases are associated with union contracts. FY23 request includes a small increase in Seasonal Staff funding. Seasonal staff is typically used during the months of May to September. These hourly positions are not benefit eligible and represent a very cost-effective option to supplement staff during the busy season. Since FY19, the Director, Assistant Director, and Office Manager expenses are eliminated from the Parks and Ground Budget. These salaries are now captured in the Recreation Enterprise Budget and partially offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

**Expenses:** The FY23 budget includes restoring FY22 funding cuts in the Grounds Maintenance, Town Common, and Meetings & Conferences lines.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
CREW SUPERVISOR	39,139.20	40,178.00	40,178.00	40,178.00	40,444.00	40,444.00	0.00%	-
PARKS OPERATIONS MANAGER	43,053.12	44,201.00	49,378.00	49,378.00	49,378.00	49,378.00	11.71%	5,177.00
HEAVY EQUIPMENT OPERATOR	95,996.55	154,029.00	155,349.00	155,349.00	157,670.00	159,065.00	0.86%	1,320.00
SEASONAL STAFF	6,284.10	5,350.00	7,280.00	7,280.00	7,500.00	8,000.00	36.07%	1,930.00
OVERTIME	2,128.07	8,000.00	6,000.00	6,000.00	6,000.00	6,000.00	-25.00%	(2,000.00)
LONGEVITY	3,875.00	3,875.00	3,875.00	3,875.00	4,000.00	4,550.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>190,476.04</b>	<b>255,633.00</b>	<b>262,060.00</b>	<b>262,060.00</b>	<b>264,992.00</b>	<b>267,437.00</b>	<b>2.51%</b>	<b>6,427.00</b>
<b>EXPENSES</b>								
ELECTRICITY	237.46	795.00	353.00	353.00	353.00	353.00	-55.60%	(442.00)
WATER	3,866.94	225.00	3,700.00	3,700.00	3,800.00	3,900.00	1544.44%	3,475.00
GROUNDS MAINTENANCE	19,824.76	15,000.00	22,000.00	22,000.00	25,000.00	27,000.00	46.67%	7,000.00
VEHICLE MAINTENANCE	4,036.18	4,000.00	4,000.00	4,000.00	4,500.00	5,000.00	0.00%	-
EQUIPMENT MAINTENANCE	2,464.33	2,000.00	2,000.00	2,000.00	2,500.00	3,000.00	0.00%	-
CONTRACTED SERVICES	899.10	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
GASOLINE	6,472.00	7,000.00	7,000.00	7,000.00	8,000.00	9,000.00	0.00%	-
OFFICE SUPPLIES	148.72	500.00	500.00	500.00	500.00	500.00	0.00%	-
TOWN COMMON EXPENSE	3,534.61	-	3,500.00	3,500.00	3,200.00	3,200.00		3,500.00
MONUMENT MAINT SERVICES	950.21	750.00	750.00	750.00	1,500.00	1,750.00	0.00%	-
TRAVEL-MILEAGE	-	200.00	200.00	200.00	250.00	250.00	0.00%	-
MEETING & CONFERENCES	-	-	2,066.00	2,066.00	2,300.00	2,300.00		2,066.00
DUES AND MEMBERSHIPS	377.35	510.00	475.00	475.00	500.00	500.00	-6.86%	(35.00)
RECREATIONAL EQUIPMENT	-	785.00	785.00	785.00	1,000.00	1,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>42,811.66</b>	<b>32,765.00</b>	<b>48,329.00</b>	<b>48,329.00</b>	<b>54,403.00</b>	<b>58,753.00</b>	<b>47.50%</b>	<b>15,564.00</b>
<b>DEPARTMENT TOTAL</b>	<b>233,287.70</b>	<b>288,398.00</b>	<b>310,389.00</b>	<b>310,389.00</b>	<b>319,395.00</b>	<b>326,190.00</b>	<b>7.63%</b>	<b>21,991.00</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Crew Supervisor	0.6	WPWA	40,178.00	1,300.00	41,478.00
Parks Operations Manager	0.6	WPWA	47,232.00	1,300.00	48,532.00
Heavy Equipment Operator	2.6	WPWA	155,349.00	1,275.00	156,624.00
Seasonal Staff			7,280.00		7,280.00
Overtime			6,000.00		6,000.00
<b>Total Personal Services</b>	<b>3.8</b>		<b>256,039.00</b>	<b>3,875.00</b>	<b>259,914.00</b>

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

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

## 660 Land Management

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

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

### Goals for FY23

- Continue to work with partner organizations to improve trail access for people with disabilities.
- Explore funding opportunities for “Ranger/Land Manager” position to enforce Rules and Regulations on Conservation Land and perform land management work including marking the boundaries of town-owned conservation land.
- Consider funding mechanism for new position.
- Continue to work with Hill Orchard Farm Manager to make improvements to Hill Orchard facilities and grounds.

### Description of Changes:

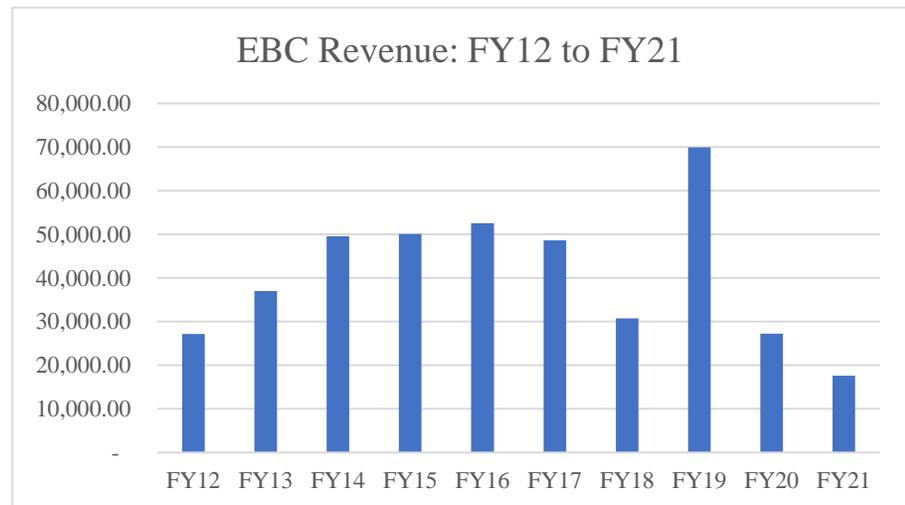
Proposed changes consist of a \$15,000 increase (\$10,000 increase to level fund from the FY21 Contracted Services line item and a \$5,000 increase to the contracted services line item to hire land surveyors to determine property boundaries, install monumentation and reduce encroachment issues). A \$650 increase to level services of the Building Maintenance line item to cover the cost of repairs on the aging equipment and buildings at Camp Nashoba and Camp Cielo.



DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY	1,405.05	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
NATURAL GAS	255.99	1,266.00	1,266.00	1,266.00	1,266.00	1,266.00	0.00%	-
WATER	5,007.27	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
BUILDING MAINTENANCE	3,028.37	7,000.00	7,650.00	7,650.00	7,850.00	7,850.00	9.29%	650.00
GROUNDS MAINTENANCE	6,529.56	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
CONTRACTED SERVICES	24,289.72	10,000.00	25,000.00	25,000.00	25,000.00	25,000.00	150.00%	15,000.00
ENCUMBRANCES	1,556.20							-
	<b>42,072.16</b>	<b>32,266.00</b>	<b>47,916.00</b>	<b>47,916.00</b>	<b>48,116.00</b>	<b>48,116.00</b>	<b>48.50%</b>	<b>15,650.00</b>
	<b>42,072.16</b>	<b>32,266.00</b>	<b>47,916.00</b>	<b>47,916.00</b>	<b>48,116.00</b>	<b>48,116.00</b>	<b>48.50%</b>	<b>15,650.00</b>

**Programs & Services:**

- Manages conservation properties and oversees contracted services at East Boston Camps, Day Land and Hill Orchard.
- Works with volunteers to manage trails.
- 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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
ELECTRICITY	4,615.85	3,200.00	4,800.00	4,800.00	4,800.00	4,800.00	50.00%	1,600.00
HEATING FUEL	2,499.03	3,300.00	3,500.00	3,500.00	3,500.00	3,500.00	6.06%	200.00
WATER	133.77	500.00	500.00	500.00	500.00	500.00	0.00%	-
SEWER / SEPTIC	-	500.00	500.00	-	-	-	-100.00%	(500.00)
BUILDING MAINTENANCE	1,118.50	2,500.00	2,500.00	500.00	500.00	500.00	-80.00%	(2,000.00)
GROUNDS MAINTENANCE	1,255.00	100.00	1,300.00	1,300.00	1,300.00	1,300.00	1200.00%	1,200.00
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	670.80	1,200.00	1,200.00	-	-	-	-100.00%	(1,200.00)
CONTRACTED SERVICES	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENCUMBRANCES	537.34							-
<b>CATEGORY TOTAL</b>	<b>10,830.29</b>	<b>12,650.00</b>	<b>15,650.00</b>	<b>11,950.00</b>	<b>11,950.00</b>	<b>11,950.00</b>	<b>-5.53%</b>	<b>(700.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>10,830.29</b>	<b>12,650.00</b>	<b>15,650.00</b>	<b>11,950.00</b>	<b>11,950.00</b>	<b>11,950.00</b>	<b>-5.53%</b>	<b>(700.00)</b>

**Description of Changes:** The FY23 Historical Commission budget reflects a 5.5% overall decrease. 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 Commissions responsibility to maintain the museum and cottage buildings and provide funding for ongoing historic projects such as scenic bylaws, demolition delay reviews, and various preservation projects.

## Debt Service

### 710 Debt Service

*Excluded debt* is paid for outside the levy limit. 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 3.69% of our tax rate in FY19, 3.62% in FY20, and 3.52% in FY21. These figures are historical lows. Excluded debt in FY13 made up 6.17% of our tax rate, and in 2010, 9.49%. The most recent excluded project was the Fletcher Fire Station on Boston Road. As the school buildings and highway garage will be paid off in FY23 and FY24 respectively, we have been forecasting several new projects in future excluded debt; the New Town Center Building at 51 Main St., the J.V. Fletcher Library Expansion, the School Administration Offices and the Blanchard Roof. 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 information 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 and bid.

*Non-Excluded Debt* is paid for out of the regular operating budget under the levy limit. It is very important that we keep room in the budget for non-excluded debt to provide for ongoing infrastructure and capital needs. The non-excluded annual debt service is between 1 million and 1.9 million in our budget and budget model. This is a vital part of our financial stability.

EXEMPT DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
ELEMENTARY SCHOOL CONST 040103	Principal	2023	1,425,000.00	1,490,000.00	1,555,000.00	1,555,000.00	0.00	0.00	4.36%	65,000.00
ELEMENTARY SCHOOL CONST 040103	Interest	2023	199,725.00	137,025.00	34,988.00	34,988.00	0.00	0.00	-74.47%	(102,037.00)
MIDDLE SCHOOL CONST 040103	Principal	2023	1,355,000.00	1,415,000.00	1,480,000.00	1,480,000.00	0.00	0.00	4.59%	65,000.00
MIDDLE SCHOOL CONST 040103	Interest	2023	189,895.00	130,275.00	33,300.00	33,300.00	0.00	0.00	-74.44%	(96,975.00)
SENIOR CENTER CONSTRUCTION 11-09	Principal	2030	190,000.00	195,000.00	195,000.00	195,000.00	200,000.00	200,000.00	0.00%	-
SENIOR CENTER CONSTRUCTION 11-09	Interest	2030	66,600.00	57,100.00	47,350.00	47,350.00	37,600.00	31,600.00	-17.08%	(9,750.00)
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Principal	2024	480,000.00	465,000.00	450,000.00	450,000.00	125,000.00	0.00	-3.23%	(15,000.00)
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Interest	2024	30,400.00	20,800.00	11,500.00	11,500.00	2,500.00	0.00	-44.71%	(9,300.00)
FLETCHER FIRE STATION 02-18	Principal	2038	210,000.00	310,000.00	190,000.00	190,000.00	800,000.00	800,000.00	-38.71%	(120,000.00)
FLETCHER FIRE STATION 02-18	Interest	2038	290,500.00	280,000.00	264,500.00	264,500.00	255,000.00	231,000.00	-5.54%	(15,500.00)
FLETCHER FIRE STATION \$1.772M	Principal	2038	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
FLETCHER FIRE STATION \$1.772M	Interest	2038	27,900.00	25,650.00	23,400.00	23,400.00	21,150.00	18,900.00	-8.77%	(2,250.00)
NEW CENTER BUILDING	Principal	Estimated Debt	0.00	0.00	0.00	0.00	653,200.00	653,200.00	-	-
NEW CENTER BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	-	-
J.V. FLETCHER LIBRARY EXPANSION	Principal	Estimated Debt	0.00	0.00	0.00	0.00	20,000.00	120,000.00	-	-
J.V. FLETCHER LIBRARY EXPANSION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	-	-
SCHOOL ADMINISTRATION BUILDING	Principal	Estimated Debt	0.00	0.00	0.00	0.00	355,000.00	355,000.00	-	-
SCHOOL ADMINISTRATION BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	-	-
BLANCHARD ROOF REPLACEMENT (MSBA)	Principal	Estimated Debt	0.00	0.00	0.00	0.00	248,500.00	248,500.00	-	-
BLANCHARD ROOF REPLACEMENT (MSBA)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	-	-
<b>TOTAL EXEMPT DEBT</b>			<b>4,510,020.00</b>	<b>4,570,850.00</b>	<b>4,330,038.00</b>	<b>4,330,038.00</b>	<b>2,762,950.00</b>	<b>2,703,200.00</b>	<b>-5.27%</b>	<b>(240,812.00)</b>

NON-EXEMPT DEBT		YEAR OF LOAN	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2023	FISCAL 2023
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
GROTON ROAD WATER MAIN 061506	Principal	2031	11,122.33	11,344.00	11,570.00	11,570.00	11,799.00	12,034.00	1.99%	226.00
GROTON ROAD WATER MAIN 061506	Interest	2031	2,594.07	2,370.00	2,140.00	2,140.00	1,907.00	1,669.00	-9.70%	(230.00)
GROTON ROAD WATER MAIN 061506	Administrative	2031	194.55	178.00	161.00	161.00	143.00	125.00	-9.55%	(17.00)
TOWN HALL CONSTRUCTION	Principal	2030	65,550.00	65,550.00	65,550.00	65,550.00	65,550.00	68,400.00	0.00%	-
TOWN HALL CONSTRUCTION	Interest	2030	26,733.00	23,456.00	20,178.00	20,178.00	16,901.00	13,623.00	-13.98%	(3,278.00)
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Principal	2031	37,756.83	38,519.00	39,296.00	39,296.00	40,088.00	40,897.00	2.02%	777.00
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Interest	2031	8,819.46	8,057.00	7,279.00	7,279.00	6,485.00	5,675.00	-9.66%	(778.00)
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Administrative	2031	661.46	604.00	546.00	546.00	486.00	426.00	-9.60%	(58.00)
ABBOT ELEVATOR	Principal	2023	45,000.00	45,000.00	45,000.00	45,000.00	0.00	0.00	0.00%	-
ABBOT ELEVATOR	Interest	2023	2,700.00	1,800.00	900.00	900.00	0.00	0.00	-50.00%	(900.00)
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWE	Principal	2022	20,000.00	20,000.00	0.00	0.00	0.00	0.00	-100.00%	(20,000.00)
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWE	Interest	2022	800.00	400.00	0.00	0.00	0.00	0.00	-100.00%	(400.00)
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER	Principal	2022	10,000.00	10,000.00	0.00	0.00	0.00	0.00	-100.00%	(10,000.00)
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER	Interest	2022	400.00	200.00	0.00	0.00	0.00	0.00	-100.00%	(200.00)
FIRE TRUCK - 544,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	50,000.00	0.00	0.00%	-
FIRE TRUCK - 544,000	Interest	2024	4,300.00	3,200.00	2,100.00	2,100.00	1,000.00	0.00	-34.38%	(1,100.00)
WA BLEACHERS - 550,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00	0.00%	-
WA BLEACHERS - 550,000	Interest	2024	4,400.00	3,300.00	2,200.00	2,200.00	1,100.00	0.00	-33.33%	(1,100.00)
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Principal	2024	17,000.00	17,000.00	20,000.00	20,000.00	15,000.00	0.00	17.65%	3,000.00
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Interest	2024	1,275.00	935.00	700.00	700.00	300.00	0.00	-25.13%	(235.00)
MSBA DAY & ROBINSON WINDOWS (\$2M)	Principal	2037	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%	-
MSBA DAY & ROBINSON WINDOWS (\$2M)	Interest	2037	37,450.00	35,200.00	32,950.00	32,950.00	30,700.00	28,200.00	-6.39%	(2,250.00)
MSBA DAY & ROBINSON WINDOWS SECOND BON	Principal	2034	30,000.00	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	15,287.50	13,788.00	12,288.00	12,288.00	10,788.00	9,288.00	-10.88%	(1,500.00)
DISPATCH CENTER	Principal	2037	55,000.00	55,000.00	55,000.00	55,000.00	50,000.00	50,000.00	0.00%	-
DISPATCH CENTER	Interest	2037	19,062.50	17,825.00	16,588.00	16,588.00	15,350.00	14,100.00	-6.94%	(1,237.00)
PLAIN ROAD SIDEWALK	Principal	2029	55,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
PLAIN ROAD SIDEWALK	Interest	2029	20,750.00	18,000.00	15,500.00	15,500.00	13,000.00	10,500.00	-13.89%	(2,500.00)
MAIN STREET RECONSTRUCTION	Principal	2029	111,794.10	111,794.00	190,000.00	190,000.00	190,000.00	190,000.00	69.96%	78,206.00
MAIN STREET RECONSTRUCTION	Interest	2029	45,747.34	40,158.00	58,750.00	58,750.00	49,250.00	39,751.00	46.30%	18,592.00
ENGINE 4 REPLACEMENT - \$615,000	Principal	2028	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	60,000.00	0.00%	-
ENGINE 4 REPLACEMENT - \$615,000	Interest	2028	23,800.00	20,550.00	17,300.00	17,300.00	14,050.00	10,800.00	-15.82%	(3,250.00)
WASTE WATER UPGRADE DEP	Principal	2029	50,000.00	50,000.00	45,000.00	45,000.00	45,000.00	45,000.00	-10.00%	(5,000.00)
WASTE WATER UPGRADE DEP	Interest	2029	18,950.00	16,450.00	13,950.00	13,950.00	11,700.00	9,450.00	-15.20%	(2,500.00)

NON-EXEMPT DEBT CONT'D		YEAR OF LOAN EXPIRATION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
ROUDENBUSH REHABILITATION	Principal	2039	20,000.00	22,000.00	22,500.00	22,500.00	34,000.00	35,500.00	2.27%	500.00
ROUDENBUSH REHABILITATION	Interest	2039	21,727.52	20,928.00	20,048.00	20,048.00	19,148.00	17,788.00	-4.20%	(880.00)
ROADWAY IMPROVEMENT 03/24/18	Principal	2029	80,000.00	80,000.00	75,000.00	75,000.00	75,000.00	75,000.00	-6.25%	(5,000.00)
ROADWAY IMPROVEMENT 03/24/18	Interest	2029	31,250.00	27,250.00	23,250.00	23,250.00	19,500.00	15,750.00	-14.68%	(4,000.00)
ABBOT ROOF MSBA CONSTRUCTION	Principal	2042	0.00	124,250.00	60,800.00	60,800.00	65,000.00	65,000.00	-51.07%	(63,450.00)
ABBOT ROOF MSBA CONSTRUCTION	Interest	2042	0.00	0.00	35,916.00	35,916.00	33,400.00	30,800.00		35,916.00
ROADWAY IMPROVEMENT 03/23/19	Principal	Estimated Debt	0.00	60,313.00	60,313.00	60,313.00	60,313.00	60,313.00	0.00%	-
ROADWAY IMPROVEMENT 03/23/19	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
TOWN LIGHTING PROJECT	Principal	2021	111,708.21	0.00	0.00	0.00	0.00	0.00		-
TOWN LIGHTING PROJECT	Interest	2021	0.00	0.00	0.00	0.00	0.00	0.00		-
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Principal	Estimated Debt	0.00	81,925.00	108,015.00	108,015.00	269,090.00	269,090.00	31.85%	26,090.00
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
TSSTF ACCESS CONTROLS (\$500K)	Principal	Estimated Debt	0.00	69,540.00	69,540.00	69,540.00	69,540.00	69,540.00	0.00%	-
TSSTF ACCESS CONTROLS (\$500K)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
TSSTF COMMUNICATION (\$106,704)	Principal	Estimated Debt	0.00	24,640.00	0.00	0.00	0.00	0.00	-100.00%	(24,640.00)
TSSTF COMMUNICATION (\$106,704)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Principal	Estimated Debt	0.00	53,680.00	53,680.00	53,680.00	53,680.00	53,680.00	0.00%	-
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
PINE GROVE CEMETERY EXPANSION	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
PINE GROVE CEMETERY EXPANSION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
FIRE TRUCK	Principal	Estimated Debt	0.00	0.00	94,846.00	94,846.00	94,846.00	94,846.00		94,846.00
FIRE TRUCK	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
DISPATCH FULLY DIGITAL RADIO	Principal	Estimated Debt	0.00	0.00	126,880.00	126,880.00	126,880.00	126,880.00		126,880.00
DISPATCH FULLY DIGITAL RADIO	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
PLAIN ROAD PHASE 1 SIDEWALK CONSTRUCTION	Principal	Estimated Debt	0.00	0.00	47,570.00	47,570.00	47,570.00	47,570.00		47,570.00
PLAIN ROAD PHASE 1 SIDEWALK CONSTRUCTION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
SENIOR CENTER HVAC REPLACEMENT	Principal	Estimated Debt	0.00	0.00	71,000.00	71,000.00	71,000.00	71,000.00		71,000.00
SENIOR CENTER HVAC REPLACEMENT	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
<b>TOTAL NON-EXEMPT DEBT</b>			<b>1,281,833.87</b>	<b>1,550,204.00</b>	<b>1,899,304.00</b>	<b>1,899,304.00</b>	<b>1,979,564.00</b>	<b>1,822,695.00</b>	<b>22.52%</b>	<b>349,100.00</b>
COMMUNITY PRESERVATION DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
TOWN HALL CONSTRUCTION	Principal	2030	49,450.00	49,450.00	49,450.00	49,450.00	49,450.00	51,600.00	0.00%	-
TOWN HALL CONSTRUCTION	Interest	2030	20,167.00	17,695.00	15,222.00	15,222.00	12,750.00	10,277.00	-13.98%	(2,473.00)
ROUDENBUSH CONSTRUCTION	Principal	2039	180,000.00	198,000.00	202,500.00	202,500.00	306,000.00	319,500.00	2.27%	4,500.00
ROUDENBUSH CONSTRUCTION	Interest	2039	195,547.50	188,348.00	180,428.00	180,428.00	172,328.00	160,088.00	-4.20%	(7,920.00)
ADAMS PROPERTY	Principal	2039	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	0.00%	-
ADAMS PROPERTY	Interest	2039	142,162.50	131,913.00	125,763.00	125,763.00	119,613.00	113,463.00	-4.66%	(6,150.00)
WA AMENITIES BUILDING	Principal	Estimated Debt	0.00	0.00	163,987.00	163,987.00	163,987.00	163,987.00		163,987.00
WA AMENITIES BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00		-
INTEREST SHORT TERM DEBT	Principal	Estimated Debt	0.00	30,000.00	122,000.00	122,000.00	122,000.00	122,000.00	306.67%	92,000.00
<b>TOTAL COMMUNITY PRESERVATION DEBT</b>			<b>792,327.00</b>	<b>820,406.00</b>	<b>1,064,350.00</b>	<b>1,064,350.00</b>	<b>1,151,128.00</b>	<b>1,145,915.00</b>	<b>29.73%</b>	<b>243,944.00</b>

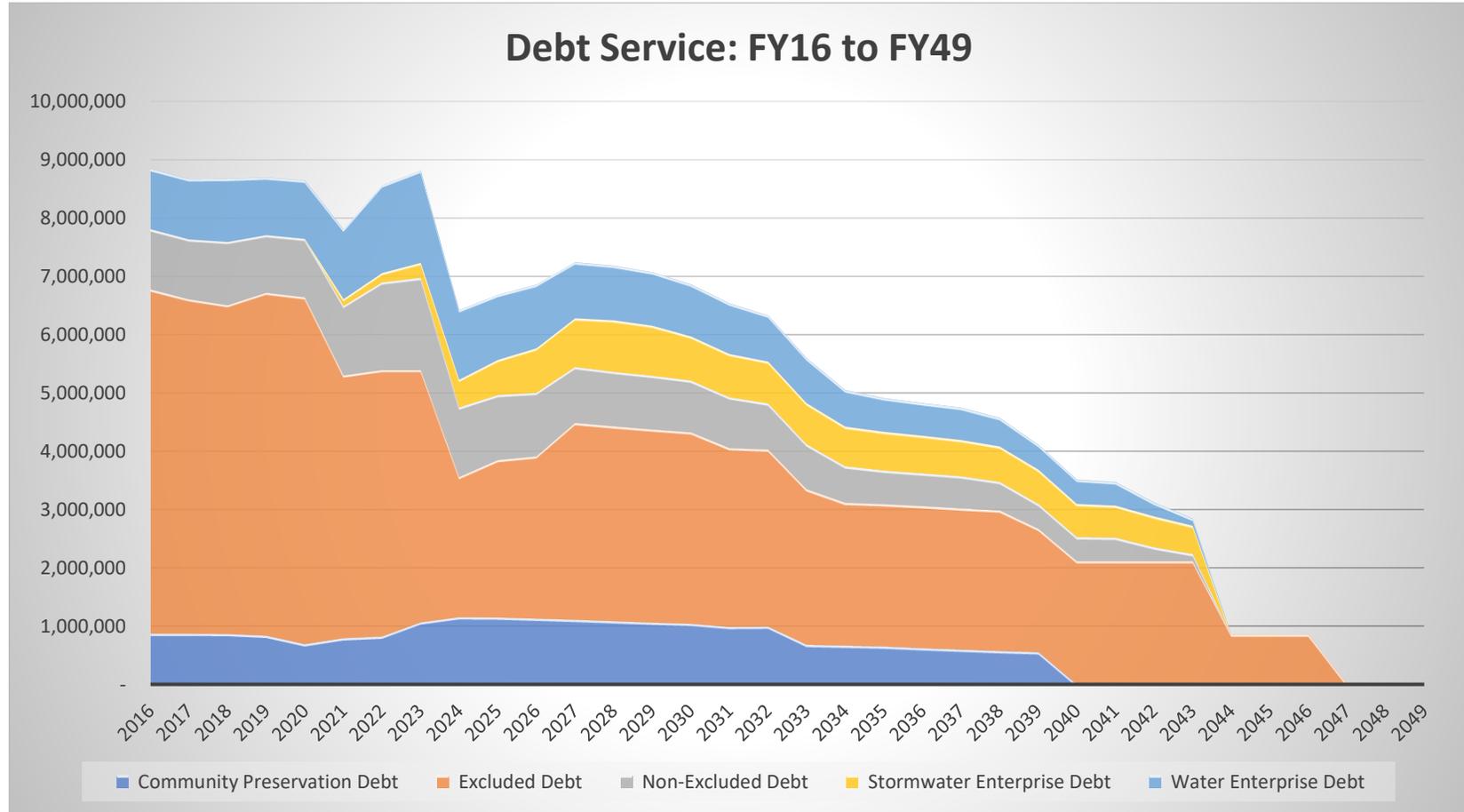
WATER ENTERPRISE DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
FILTRATION PLANTS WPAT LOAN 1 072601	Principal	2021	100,269.33	0.00	0.00	0.00	0.00	0.00		-
FILTRATION PLANTS WPAT LOAN 1 072601	Interest	2021	0.00	0.00	0.00	0.00	0.00	0.00		-
FILTRATION PLANTS WPAT LOAN 1 072601	MWPAT Fees	2021	232.50	0.00	0.00	0.00	0.00	0.00		-
FILTRATION PLANTS WPAT LOAN 2 112602	Principal	2023	501,893.84	525,119.00	527,850.00	527,850.00	0.00	0.00	0.52%	2,731.00
FILTRATION PLANTS WPAT LOAN 2 112602	Interest	2023	24,457.31	12,188.00	0.00	0.00	0.00	0.00	-100.00%	(12,188.00)
FILTRATION PLANTS WPAT LOAN 2 112602	MWPAT Fees	2023	2,816.25	1,710.00	574.00	574.00	0.00	0.00	-66.43%	(1,136.00)
STEPINSKI LAND ACQUISITION 091608	Principal	2024	25,000.00	26,000.00	26,000.00	26,000.00	26,000.00	0.00	0.00%	-
STEPINSKI LAND ACQUISITION 091608	Interest	2024	4,630.00	3,380.00	2,080.00	2,080.00	780.00	0.00	-38.46%	(1,300.00)
BYRNE AVE LINE REPL 091608	Principal	2024	20,000.00	24,000.00	24,000.00	24,000.00	24,000.00	0.00	0.00%	-
BYRNE AVE LINE REPL 091608	Interest	2024	4,120.00	3,120.00	1,920.00	1,920.00	720.00	0.00	-38.46%	(1,200.00)
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Principal	2031	3,606.30	3,679.00	3,754.00	3,754.00	3,829.00	3,906.00	2.04%	75.00
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Interest	2031	842.38	770.00	695.00	695.00	619.00	542.00	-9.74%	(75.00)
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Principal	2031	51,116.88	52,148.00	53,201.00	53,201.00	54,273.00	55,368.00	2.02%	1,053.00
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Interest	2031	11,940.18	10,908.00	9,854.00	9,854.00	8,779.00	7,683.00	-9.66%	(1,054.00)
PERCHLORATE REMEDIATION WPAT CONTRACT 2	MWPAT Fees	2031	958.70	876.00	792.00	792.00	705.00	617.00	-9.59%	(84.00)
GRANITEVILLE UPGRADE MAIN	Principal	2033	70,000.00	70,000.00	75,000.00	75,000.00	75,000.00	75,000.00	7.14%	5,000.00
GRANITEVILLE UPGRADE MAIN	Interest	2033	26,837.50	25,438.00	24,038.00	24,038.00	22,538.00	21,038.00	-5.50%	(1,400.00)
RTE 110 UPGRADE MAIN	Principal	2033	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	30,000.00	0.00%	-
RTE 110 UPGRADE MAIN	Interest	2033	9,725.00	9,225.00	8,725.00	8,725.00	8,225.00	7,725.00	-5.42%	(500.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)	Principal	2037	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)	Interest	2037	7,490.00	7,040.00	6,590.00	6,590.00	6,140.00	5,640.00	-6.39%	(450.00)
PLEASANT ST MAIN (ABBOT TO PINE)	Principal	2037	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	2037	9,362.50	8,800.00	8,238.00	8,238.00	7,675.00	7,050.00	-6.39%	(562.00)
GROTON/DUNSTABLE ROAD	Principal	2034	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	30,000.00	0.00%	-
GROTON/DUNSTABLE ROAD	Interest	2034	16,637.50	14,888.00	13,138.00	13,138.00	11,388.00	9,638.00	-11.75%	(1,750.00)
VINEBROOK WATER MAIN EXTENSION BETTERME	Principal	2038	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
VINEBROOK WATER MAIN EXTENSION BETTERME	Interest	2038	30,650.00	27,900.00	25,150.00	25,150.00	22,400.00	19,650.00	-9.86%	(2,750.00)
PROSPECT HILL WATER TANK	Principal	2042	165,000.00	267,404.00	114,200.00	114,200.00	115,000.00	115,000.00	-57.29%	(153,204.00)
PROSPECT HILL WATER TANK	Interest	2042	0.00	0.00	65,134.00	65,134.00	60,550.00	55,950.00		65,134.00
DEBT BORROWED NOT BUDGETED	Debt	Estimated Debt	0.00	333,211.00	332,224.00	332,224.00	601,240.00	875,597.00	-0.30%	(987.00)
INTEREST ON SHORT-TERM DEBT	Interest	Estimated Debt	67,412.00	0.00	0.00	0.00	0.00	0.00		-
<b>TOTAL WATER ENTERPRISE DEBT</b>			<b>1,314,998.17</b>	<b>1,587,804.00</b>	<b>1,483,157.00</b>	<b>1,483,157.00</b>	<b>1,209,861.00</b>	<b>1,420,404.00</b>	<b>-6.59%</b>	<b>(104,647.00)</b>

		YEAR OF LOAN	FISCAL 2021	FISCAL 2022	FISCAL 2023	FISCAL 2023	FISCAL 2024	FISCAL 2025	FISCAL 2023	FISCAL 2023
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
<b>STORMWATER ENTERPRISE DEBT</b>										
10 WHEEL DUMPTRUCK: HIGHWAY	Principal	2024	3,000.00	3,000.00	0.00	0.00	0.00	0.00	-100.00%	(3,000.00)
10 WHEEL DUMPTRUCK: HIGHWAY	Interest	2024	225.00	165.00	0.00	0.00	0.00	0.00	-100.00%	(165.00)
MAIN STREET RECONSTRUCTION	Principal	2029	78,205.90	78,206.00	0.00	0.00	0.00	0.00	-100.00%	(78,206.00)
MAIN STREET RECONSTRUCTION	Interest	2029	32,002.68	28,093.00	0.00	0.00	0.00	0.00	-100.00%	(28,093.00)
OAK HILL RECONSTRUCTION PROJECT	Principal	Estimated Debt	0.00	0.00	0.00	0.00	101,000.00	101,000.00		-
OAK HILL RECONSTRUCTION PROJECT	Interest	Estimated Debt	0.00	36,360.00	60,600.00	60,600.00	80,800.00	76,760.00	66.67%	24,240.00
CULVERT DESIGN, PERMITTING & REPLACEMENT	Principal	Estimated Debt	0.00	0.00	25,000.00	25,000.00	25,000.00	25,000.00		25,000.00
CULVERT DESIGN, PERMITTING & REPLACEMENT	Interest	Estimated Debt	0.00	15,000.00	29,000.00	29,000.00	19,000.00	18,000.00	93.33%	14,000.00
DRAINAGE IMPROVEMENT PROGRAM	Principal	Estimated Debt	0.00	0.00	0.00	0.00	62,500.00	62,500.00		-
DRAINAGE IMPROVEMENT PROGRAM	Interest	Estimated Debt	0.00	0.00	37,500.00	37,500.00	50,000.00	47,500.00		37,500.00
DEBT BORROWED NOT BUDGETED	Debt	Estimated Debt	0.00	0.00	0.00	0.00	37,500.00	87,500.00		-
INTEREST ON SHORT-TERM DEBT	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	30,000.00		-
<b>TOTAL STORMWATER ENTERPRISE DEBT</b>			<b>113,433.58</b>	<b>160,824.00</b>	<b>152,100.00</b>	<b>152,100.00</b>	<b>375,800.00</b>	<b>448,260.00</b>	<b>-5.42%</b>	<b>(8,724.00)</b>

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>SHORT TERM DEBT</b>	<b>65,059.67</b>	<b>43,300.00</b>	<b>43,300.00</b>	<b>43,300.00</b>	<b>43,300.00</b>	<b>43,300.00</b>	<b>0.00%</b>	<b>-</b>
INTEREST ON SHORT-TERM DEBT	58,586.67	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%	-
INTERST ON SHORT TERM NOTES	4,473.00							-
MISCELLANOUS INTEREST	2,000.00							-
BOND ISSUANCE COSTS	-	3,300.00	3,300.00	3,300.00	3,300.00	3,300.00	0.00%	-

SUMMARY	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
TOTAL EXEMPTED DEBT(G/F)	4,510,020.00	4,570,850.00	4,330,038.00	4,330,038.00	2,762,950.00	2,703,200.00	-5.27%	(240,812.00)
TOTAL NON EXEMPTED DEBT(G/F)	1,281,833.87	1,550,204.00	1,899,304.00	1,899,304.00	1,979,564.00	1,822,695.00	22.52%	349,100.00
TOTAL COMMUNITY PRES FUND	792,327.00	820,406.00	1,064,350.00	1,064,350.00	1,151,128.00	1,145,915.00	29.73%	243,944.00
TOTAL WATER DEBT(Water Enterprise)	1,314,998.17	1,587,804.00	1,483,157.00	1,483,157.00	1,209,861.00	1,420,404.00	-6.59%	(104,647.00)
TOTAL STORMWATER ENTEPRISE DEBT	113,433.58	160,824.00	152,100.00	152,100.00	375,800.00	448,260.00	-5.42%	(8,724.00)
TOTAL SHORT TERM DEBT	65,059.67	43,300.00	43,300.00	43,300.00	43,300.00	43,300.00	0.00%	-
TOTAL APPROPRIATION	8,077,672.29	8,733,388.00	8,972,249.00	8,972,249.00	7,522,603.00	7,583,774.00	2.74%	238,861.00
LESS WATER(BUDGETED IN WATER ENT	(1,314,998.17)	(1,587,804.00)	(1,483,157.00)	(1,483,157.00)	(1,209,861.00)	(1,420,404.00)	-6.59%	104,647.00
LESS STORMWATER(BUDGET IN SW ENT)	(113,433.58)	(160,824.00)	(152,100.00)	(152,100.00)	(375,800.00)	(448,260.00)	-5.42%	8,724.00
LESS COMMUNITY PRES FUND	(792,327.00)	(820,406.00)	(1,064,350.00)	(1,064,350.00)	(1,151,128.00)	(1,145,915.00)	29.73%	(243,944.00)
<b>APPROPRIATION G/F</b>	<b>5,856,913.54</b>	<b>6,164,354.00</b>	<b>6,272,642.00</b>	<b>6,272,642.00</b>	<b>4,785,814.00</b>	<b>4,569,195.00</b>	<b>1.76%</b>	<b>108,288.00</b>

The graph below links to the debt fall of schedule, so it does include projects being considered in the future. Examples include the New Town Center Building at 51 Main St., the J.V. Fletcher Library Expansion, the School Administration Offices, and the Blanchard Middle School Roof.



**Other Information:**

<b>Debt Balance on June 30th</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Long-Term Indebtedness:					
Within the Gen Debt Limit					
Land Acquisition	3,758,000	3,988,000	4,218,000	897,000	1,677,000
Departmental Equipment	670,000	830,000	989,275	520,000	700,000
Sewers & Drains	365,000	415,000	465,000	90,000	185,000
Schools	6,205,000	9,095,000	11,865,000	14,545,000	17,115,000
Other Buildings	21,225,000	22,520,000	16,105,000	17,190,000	8,189,000
Engineering/Highway	2,520,000	2,845,000	2,405,725	-	50,000
Total Within Gen Debt Limit	34,743,000	39,693,000	36,048,000	33,242,000	27,916,000
Outside the General Debt Limit					
Schools	1,975,000	2,105,000	3,095,000	4,515,000	5,965,000
Other Outside General		-	4,014	8,028	12,042
Water	6,000,003	7,233,606	7,055,163	8,145,716	9,309,304
Total Outside Gen Debt Limit	7,975,003	9,338,606	10,154,177	12,668,744	15,286,346
<b>Total All Long Term Debt:</b>	<b>42,718,003</b>	<b>49,031,606</b>	<b>46,202,177</b>	<b>45,910,744</b>	<b>43,202,346</b>
Debt figures taken from the Town of Westford Statement of Indebtedness.					
	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<i>Debt Exclusions Added to Tax Rate</i>					
<i>Increase to Tax Rate:</i>	0.59	0.59	0.61	0.59	0.67

**Unclassified**

**940 Otherwise Unclassified**

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
WATER DIRECT / INDIRECT COSTS	(575,652.00)	(467,329.00)	(409,344.00)	(409,344.00)	(409,344.00)	(409,344.00)	-12.41%	57,985.00
RECREATION DIRECT / INDIRECT COSTS	(108,049.00)	(140,130.00)	(159,575.00)	(159,575.00)	(159,575.00)	(159,575.00)	13.88%	(19,445.00)
AMBULANCE DIRECT / INDIRECT COSTS	(318,383.00)	(437,596.00)	(315,876.00)	(315,876.00)	(315,876.00)	(315,876.00)	-27.82%	121,720.00
STORMWATER DIRECT / INDIRECT COSTS	(393,964.00)	(430,908.00)	(530,840.00)	(530,840.00)	(526,120.00)	(519,915.00)	23.19%	(99,932.00)
<b>CATEGORY TOTAL</b>	<b>(1,396,048.00)</b>	<b>(1,475,963.00)</b>	<b>(1,415,635.00)</b>	<b>(1,415,635.00)</b>	<b>(1,410,915.00)</b>	<b>(1,404,710.00)</b>	<b>-4.09%</b>	<b>60,328.00</b>
<b>DEPARTMENT TOTAL</b>	<b>(1,396,048.00)</b>	<b>(1,475,963.00)</b>	<b>(1,415,635.00)</b>	<b>(1,415,635.00)</b>	<b>(1,410,915.00)</b>	<b>(1,404,710.00)</b>	<b>-4.09%</b>	<b>60,328.00</b>

**Description of Changes:**

The direct and indirect charges have been calculated for the FY23 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:**

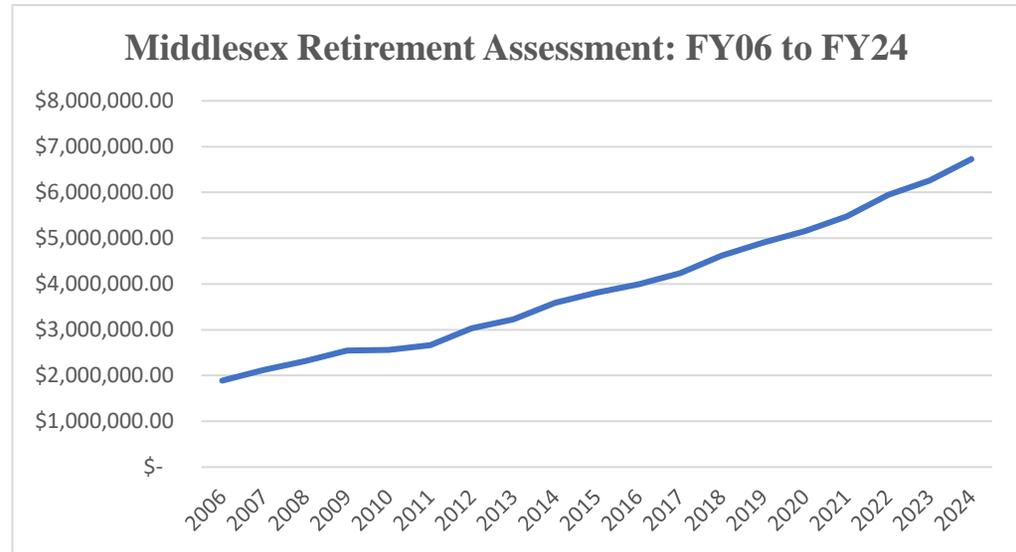
The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided 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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
RETIREMENT ASSESSMENT	5,473,719.00	5,950,276.00	6,263,082.00	6,263,082.00	6,726,550.00	7,224,315.00	5.26%	312,806.00
MILITARY RETIREMENT ASSESSMENT	1,782.27	-	-	-	-	-		-
HEALTH INSURANCE	10,470,348.96	11,740,958.00	12,485,454.00	1,368,894.00	1,478,403.00	1,596,673.00	-88.34%	(10,372,064.00)
MEDICARE PART B PENALTY	13,494.20	14,220.00	14,000.00	14,000.00	14,000.00	14,000.00	-1.55%	(220.00)
HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES	-	-	-	-	-	-		-
LIFE INSURANCE	4,487.63	4,000.00	5,200.00	5,200.00	5,200.00	5,200.00	30.00%	1,200.00
MEDICARE TAX	986,941.75	1,030,000.00	1,050,000.00	1,050,000.00	1,070,000.00	1,090,000.00	1.94%	20,000.00
WORKERS COMPENSATION	494,832.00	553,793.00	598,096.00	598,096.00	628,001.00	659,401.00	8.00%	44,303.00
WORKERS COMPENSATION RUNOUT	-	-	-	-	-	-		-
UNEMPLOYMENT COMPENSATION	80,000.00	125,000.00	135,000.00	135,000.00	140,000.00	147,000.00	8.00%	10,000.00
SICK LEAVE/VAC BUY BACK-PR	36,655.47	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
HEALTH CONSULTING	-	-	-	-	-	-		-
HEALTH RELATED PROGRAMS	900.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
COMPREHENSIVE LIABILITY	200,088.54	180,000.00	194,400.00	194,400.00	204,120.00	214,326.00	8.00%	14,400.00
EXCESS UMBRELLA LIABILITY	12,494.15	13,000.00	14,040.00	14,040.00	14,742.00	15,479.00	8.00%	1,040.00
AUTO LIABILITY	80,388.14	90,000.00	97,200.00	97,200.00	102,060.00	107,163.00	8.00%	7,200.00
PUBLIC OFFICIALS LIABILITY	37,145.23	35,000.00	37,800.00	37,800.00	39,690.00	41,675.00	8.00%	2,800.00
EDUCATION LIABILITY	22,797.29	22,000.00	23,760.00	23,760.00	24,948.00	26,195.00	8.00%	1,760.00
POLICE/FIRE LIABILITY	86,110.28	72,000.00	77,760.00	77,760.00	81,648.00	85,730.00	8.00%	5,760.00
GENERAL LIABILITY INSURANCE	45,781.29	43,500.00	46,980.00	46,980.00	49,329.00	51,795.00	8.00%	3,480.00
DEDUCTIBLES	4,420.60	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
ENCUMBRANCES	89,000.00	-	-	-	-	-		-
<b>CATEGORY TOTAL</b>	<b>18,141,386.80</b>	<b>19,943,747.00</b>	<b>21,112,772.00</b>	<b>9,996,212.00</b>	<b>10,648,691.00</b>	<b>11,348,952.00</b>	<b>-49.88%</b>	<b>(9,947,535.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>18,141,386.80</b>	<b>19,943,747.00</b>	<b>21,112,772.00</b>	<b>9,996,212.00</b>	<b>10,648,691.00</b>	<b>11,348,952.00</b>	<b>-49.88%</b>	<b>(9,947,535.00)</b>

**Description of Changes:**

- The budgeted **Middlesex Retirement Assessment** for FY23 is \$6,263,082. This figure represents an 5.26% increase over the previous fiscal year. Middlesex Retirement offers a discounted rate for those participants that pay the annual assessment in full on July 1, resulting in a saving of \$111,299 for Westford. The graph to the right shows the increase of the assessment since FY06. As of June 30, 2021, the Middlesex Retirement System’s funded ratio is 53.4%. 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 2037, 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 FY23, the assessment would be \$1,613,021 as opposed to \$6,263,082. The pension liability must be fully funded by 2040.



- On November 1, 2021, the town renewed its **Health Insurance** plan with Blue Cross Blue Shield (BCBS). This is the fourth year with BCBS after spending the previous two years with Fallon Healthcare. The non-Medicare plan increased by 4.9%, and the Medicare supplemented plan increased by 0.03% effective January 1, 2022. With the town transitioning to a partially self-insured plan, the funding for non-Medicare plans was moved to the 990 Transfer to/from Trusts budget. The remaining funding left in the 945 budget is for the Medicare supplemented plans for retired employees age 65 and up. At the October 16, 2021 Special Town Meeting, the town voted to establish a health insurance trust to allow the town’s health insurance to become partially self-funded. The Medicare portion is not self-funded, so the funding will remain in the 945 Risk Management budget.

**School & Town 945 Expenditures**

Account	FY23 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	6,263,082	67.10%	4,202,386	32.90%	2,060,696	FY21 Actual Middlesex Retirement Employee Deduction
HEALTH INSURANCE (BASED ON FY21 ACTUALS)						
ACTIVE	9,087,155	28.42%	2,582,663	71.58%	6,504,492	FY21 Expenditures with BCBS
RETIREE	2,559,139	26.66%	682,349	73.34%	1,876,790	FY21 Expenditures with BCBS
LIFE INSURANCE	5,200	37.07%	1,928	62.93%	3,272	FY21 Life Insurance Deductions
MEDICARE PART B PENALTY	14,000	16.29%	2,280	83.71%	11,720	Based on November 2021 Invoice
MEDICARE TAX	1,050,000	27.65%	290,290	72.35%	759,710	FY21 Actual Employer Medicare Tax
WORKERS COMPENSATION	598,096	24.98%	149,417	75.02%	448,679	MIIA Property & Casualty Group
UNEMPLOYMENT COMPENSATION	135,000	27.94%	37,715	72.06%	97,285	FY21 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000	100.00%	50,000			Town only
HEALTH RELATED PROGRAMS	10,000	100.00%	10,000			Town only
COMPREHENSIVE LIABILITY	194,400	43.27%	84,109	56.73%	110,291	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	14,040	75.79%	10,641	24.21%	3,399	MIIA Property & Casualty Group
AUTO LIABILITY	97,200	83.04%	80,715	16.96%	16,485	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	37,800	100.00%	37,800	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	23,760	0.00%	-	100.00%	23,760	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	77,760	100.00%	77,760	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	46,980	83.69%	39,316	16.31%	7,664	MIIA Property & Casualty Group
DEDUCTIBLES	10,000	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	919,661	25.93%	238,507	74.07%	681,154	7-1-21 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
<b>TOTAL</b>	<b>21,193,273</b>	<b>40.51%</b>	<b>8,585,374</b>	<b>59.49%</b>	<b>12,607,899</b>	

## 990 Transfer to/from Trusts

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
HEALTH INSURANCE TRANSFER TO TRUST				10,277,400.00	10,907,528.00	11,678,629.00		10,277,400.00
OPEB TRANSFER TO TRUST	1,218,957.00	680,957.00	1,186,661.00	919,661.00	1,355,532.00	1,543,827.00	35.05%	238,704.00
<b>CATEGORY TOTAL</b>	<b>1,218,957.00</b>	<b>680,957.00</b>	<b>1,186,661.00</b>	<b>11,197,061.00</b>	<b>12,263,060.00</b>	<b>13,222,456.00</b>	<b>35.05%</b>	<b>238,704.00</b>
<b>DEPARTMENT TOTAL</b>	<b>1,218,957.00</b>	<b>680,957.00</b>	<b>1,186,661.00</b>	<b>11,197,061.00</b>	<b>12,263,060.00</b>	<b>13,222,456.00</b>	<b>35.05%</b>	<b>238,704.00</b>

- The FY22 contribution to the **OPEB Trust** (Other Post-Employment Benefits besides pensions, such as health and life insurance) was \$680,957. This was down from \$1,218,957 in FY21. Due to the COVID-19 pandemic, the town decreased its projection for the rooms occupancy and meals excise taxes by \$538,000. By tying the temporary reduction in OPEB contribution, the funding may be restored as local hotels and restaurants start to receive more business. Through the first two quarters of FY22, the meals tax is back at pre-pandemic levels and the occupancy tax is at approximately 63% of pre-pandemic levels. Therefore, the town's contribution to the OPEB in FY23 is currently \$919,661, with an additional \$267,000 earmarked to be appropriated from Free Cash for a total of \$1,186,661. 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, 2021, and it showed that Westford had a \$75,648,116 net OPEB liability. The Town is scheduled to have another actuarial study performed in FY22.

To date, the current balance in the OPEB Stabilization Account as of December 31, 2021 is \$11,601,560. The general funds' share is \$10,373,287 and the water enterprise has a balance of \$1,228,273. At the June 2022 Annual Town Meeting, we are proposing to fund an additional \$1,186,661 towards the liability, which will bring the balance to \$12,788,221.

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

- After many years of research, the town's health insurance is becoming partially self-funded, effective March 1, 2022. When Town Meeting authorized the establishment of the Health Insurance Trust Fund, they also voted to transfer \$720,880 from the Health Insurance Stabilization Fund into the Health Insurance Trust Fund. With the assistance of our health insurance broker, HUB, Inc. and Town Counsel, we created a Health Insurance Trust Fund Agreement, which was approved by the Select Board at their November 23, 2021, meeting.

The town will be able to better control costs by moving to a partially self-funded plan. We will be eligible for pharmacy rebates and other incentives. We are in the process of entering into a contract with a stop-loss provider, which will protect the town from any medical claims over \$125,000.

In FY23, we are budgeting \$11,646,494 which represents a \$94,664 or a 0.81% decrease over our FY22 health insurance budget. Of the \$11,646,494, \$1,368,894 is to be budgeted in the 945 Risk Management budget to fund the Medicare supplemented plan.

## 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 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
SUPPORT STAFF	4,021.35	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>4,021.35</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>9,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>EXPENSES</b>								
ADMIN EXPENSES	4,404.35	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
<b>CATEGORY TOTAL</b>	<b>4,404.35</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>0.00%</b>	<b>-</b>
<b>DEBT SERVICE</b>								
TOWN HALL - PRINCIPAL	49,450.00	49,450.00	49,450.00	49,450.00	49,450.00	51,600.00	0.00%	-
TOWN HALL - INTEREST	20,167.00	17,695.00	15,222.00	15,222.00	12,750.00	10,277.00	-13.98%	(2,473.00)
ROUDENBUSH - PRINCIPAL	180,000.00	198,000.00	202,500.00	202,500.00	306,000.00	319,500.00	2.27%	4,500.00
ROUDENBUSH - INTEREST	195,547.50	188,348.00	180,428.00	180,428.00	172,328.00	160,088.00	-4.20%	(7,920.00)
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	142,162.50	131,913.00	125,763.00	125,763.00	119,613.00	113,463.00	-4.66%	(6,150.00)
WA AMENTIES BLDG - PRINCIPAL			163,987.00	163,987.00	163,987.00	163,987.00		163,987.00
WA AMENTIES BLDG - INTEREST								-
INTEREST ON SHORT TERM DEBT		30,000.00	122,000.00	122,000.00	122,000.00	122,000.00	306.67%	92,000.00
<b>CATEGORY TOTAL</b>	<b>792,327.00</b>	<b>820,406.00</b>	<b>1,064,350.00</b>	<b>1,064,350.00</b>	<b>1,151,128.00</b>	<b>1,145,915.00</b>	<b>29.73%</b>	<b>243,944.00</b>
<b>DEPARTMENT TOTAL</b>	<b>800,752.70</b>	<b>835,406.00</b>	<b>1,079,350.00</b>	<b>1,079,350.00</b>	<b>1,166,128.00</b>	<b>1,160,915.00</b>	<b>29.20%</b>	<b>243,944.00</b>

#### Description of Changes:

The Support Staff and Admin Expenses line items are level funded for FY23. 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. At the time this budget was prepared, the project was not yet completed and the bond had not been issued.

### Other Metrics:

Fiscal Year	Revenue History			Market Value Adjustment	Earnings on Investments	Total
	Penalties / Interest	CPA Surcharge	CPA - State Share			
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	351,791.35	255,129.60	3,328,738.26
<b>Total</b>	<b>60,903.43</b>	<b>27,196,214.40</b>	<b>12,760,754.00</b>	<b>351,791.35</b>	<b>2,590,630.75</b>	<b>42,960,293.93</b>

**Enterprise**

**600 Water Enterprise**

**Mission Statement:**

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

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
SUPERINTENDENT	19,540.25	112,200.00	104,040.00	104,040.00	104,040.00	104,040.00	-7.27%	(8,160.00)
GIS/PROJECT MANAGEMENT ANALYST	-	67,626.00	68,979.00	68,979.00	68,979.00	68,979.00	2.00%	1,353.00
RECORDS SUPERVISOR II	185,752.42	194,623.00	199,091.00	199,091.00	200,678.00	203,893.00	2.30%	4,468.00
TREATMENT MANAGER	89,826.29	93,456.00	95,325.00	95,325.00	95,325.00	95,325.00	2.00%	1,869.00
COMPLIANCE MANAGER	67,602.78	85,701.00	81,600.00	81,600.00	81,600.00	81,600.00	-4.79%	(4,101.00)
LABORER	433,288.33	515,110.00	517,594.00	517,594.00	519,563.00	525,674.00	0.48%	2,484.00
SEASONAL STAFF	2,592.00	16,029.00	17,136.00	17,136.00	17,136.00	17,136.00	6.91%	1,107.00
SCHEDULED OVERTIME	61,323.03	64,593.00	64,944.00	64,944.00	64,944.00	64,944.00	0.54%	351.00
OVERTIME - NON SCHED	28,908.08	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
STIPENDS / LICENSES	10,550.00	15,175.00	17,950.00	17,950.00	18,500.00	18,500.00	18.29%	2,775.00
LONGEVITY	15,250.00	15,850.00	16,350.00	16,350.00	17,100.00	17,600.00	3.15%	500.00
ON CALL	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	0.00%	-
SICK LEAVE / VACATION BUYBACK	1,844.75	2,040.00	2,040.00	2,040.00	2,040.00	2,040.00	0.00%	-
COMPENSATION RESERVE	-	5,311.00	25,000.00	25,000.00	44,523.00	59,960.00	370.72%	19,689.00
<b>CATEGORY TOTAL</b>	<b>941,177.93</b>	<b>1,247,414.00</b>	<b>1,269,749.00</b>	<b>1,269,749.00</b>	<b>1,294,128.00</b>	<b>1,319,391.00</b>	<b>1.79%</b>	<b>22,335.00</b>

	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>EXPENSES</b>								
SPECIAL DETAILS	8,279.27	8,000.00	8,500.00	8,500.00	8,500.00	8,500.00	6.25%	500.00
UNIFORM ALLOWANCES	6,610.39	8,600.00	8,600.00	8,600.00	8,600.00	8,600.00	0.00%	-
ELECTRICITY	232,291.70	200,000.00	250,000.00	250,000.00	250,000.00	250,000.00	25.00%	50,000.00
HEATING FUEL	40,214.83	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
BUILDING MAINTENANCE	51,074.63	55,000.00	56,100.00	56,100.00	56,100.00	56,100.00	2.00%	1,100.00
VEHICLE MAINTENANCE	17,271.18	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
OFFICE EQUIPMENT MAINTENANCE	4,348.35	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
IT MAINTENANCE SUPPORT	32,741.74	25,000.00	35,000.00	35,000.00	35,000.00	35,000.00	40.00%	10,000.00
WATER INFRASTRUCTURE MAINT.	106,701.82	97,000.00	115,000.00	110,000.00	115,000.00	115,000.00	13.40%	13,000.00
WELL REPAIRS / IMPROVEMENTS	75,278.48	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%	-
LEAK SURVEY SERVICES	5,610.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
LABORATORY SERVICES	37,291.87	52,850.00	52,850.00	50,975.00	52,850.00	52,850.00	-3.55%	(1,875.00)
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	2,443.94	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
ENGINEERING SERVICES	17,208.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
CONTRACTED SERVICES	7,304.46	7,500.00	9,375.00	9,375.00	9,375.00	9,375.00	25.00%	1,875.00
POSTAGE	20,140.21	20,000.00	23,000.00	23,000.00	23,000.00	23,000.00	15.00%	3,000.00
TELEPHONE	7,501.04	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%	-
ADVERTISING - LEGAL	1,655.73	1,000.00	2,000.00	2,000.00	2,000.00	2,000.00	100.00%	1,000.00
CONSUMER AWARENESS	8,572.25	10,500.00	14,000.00	14,000.00	14,000.00	14,000.00	33.33%	3,500.00
GASOLINE	15,080.46	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
OFFICE SUPPLIES	6,041.94	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
HARDWARE SUPPLIES	3,395.49	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
OFFICE EQUIPMENT								-
RESURFACE MATERIAL	4,202.28	15,000.00	10,000.00	10,000.00	10,000.00	10,000.00	-33.33%	(5,000.00)
WELL TREATMENT / CHEMICALS	218,311.15	225,000.00	245,000.00	245,000.00	245,000.00	245,000.00	8.89%	20,000.00
PIPE & PIPE SUPPLIES	68,266.19	70,000.00	73,500.00	73,500.00	73,500.00	73,500.00	5.00%	3,500.00
METER REPLACEMENT	32,839.56	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
HYDRANT REPLACEMENTS	11,992.37	20,000.00	15,000.00	15,000.00	15,000.00	15,000.00	-25.00%	(5,000.00)
DEP ASSESSMENTS	4,818.88	5,100.00	5,100.00	5,100.00	5,100.00	5,100.00	0.00%	-
MEETINGS & CONFERENCES	63.14	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES AND MEMBERSHIPS	3,129.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
STORMWATER UTILITY FEE	5,625.00	7,200.00	5,625.00	5,625.00	5,625.00	5,625.00	-21.88%	(1,575.00)
XFER TO GF - DIRECT/INDIRECT COSTS	575,652.00	467,329.00	409,344.00	409,344.00	409,344.00	409,344.00	-12.41%	(57,985.00)
OPEB TRUST EXPENSE	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
ENCUMBRANCES	72,669.98							-
<b>CATEGORY TOTAL</b>	<b>1,735,027.33</b>	<b>1,600,279.00</b>	<b>1,643,194.00</b>	<b>1,636,319.00</b>	<b>1,643,194.00</b>	<b>1,643,194.00</b>	<b>2.25%</b>	<b>36,040.00</b>
<b>DESCRIPTION</b>	<b>FISCAL 2021 ACTUAL</b>	<b>FISCAL 2022 BUDGET</b>	<b>FISCAL 2023 REQUEST</b>	<b>FISCAL 2023 TMR</b>	<b>FISCAL 2024 PROJECTED</b>	<b>FISCAL 2025 PROJECTED</b>	<b>FISCAL 2023 % INC/DEC</b>	<b>FISCAL 2023 \$ INC/DEC</b>
<b>RESERVE FUND</b>								
EMERGENCY RESERVE FUND		250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-
TRANSFERS								-
<b>CATEGORY TOTAL</b>	<b>-</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>250,000.00</b>	<b>0.00%</b>	<b>-</b>

	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PRINCIPAL &amp; INTEREST</b>								
MWPAT FILTRATION 1 - PRINCIPAL	100,269.33							-
MWPAT FILTRATION 1 - INTEREST								-
MWPAT FEES	232.50							-
MWPAT FILTRATION 2 - PRINCIPAL	501,893.84	525,119.00	527,850.00	527,850.00			0.52%	2,731.00
MWPAT FILTRATION 2 - INTEREST	24,457.31	12,188.00	-	-			-100.00%	(12,188.00)
MWPAT FEES	2,816.25	1,710.00	574.00	574.00			-66.43%	(1,136.00)
UPGRADE BYRNE AVE MAIN - PRINCIPAL	20,000.00	24,000.00	24,000.00	24,000.00	24,000.00		0.00%	-
STEPINSKI LAND - PRINCIPAL	25,000.00	26,000.00	26,000.00	26,000.00	26,000.00		0.00%	-
UPGRADE BYRNE AVE MAIN - INTEREST	4,120.00	3,120.00	1,920.00	1,920.00	720.00		-38.46%	(1,200.00)
STEPINSKI LAND - INTEREST	4,630.00	3,380.00	2,080.00	2,080.00	780.00		-38.46%	(1,300.00)
WPAT PERCHLORATE CONTRACT 1 - PRINCIPAL	3,606.30	3,679.00	3,754.00	3,754.00	3,829.00	3,906.00	2.04%	75.00
WPAT PERCHLORATE CONTRACT 2 - PRINCIPAL	51,116.88	52,148.00	53,201.00	53,201.00	54,273.00	55,368.00	2.02%	1,053.00
WPAT PERCHLORATE CONTRACT 1 - INTEREST	842.38	770.00	695.00	695.00	619.00	542.00	-9.74%	(75.00)
WPAT PERCHLORATE CONTRACT 2 - INTEREST	11,940.18	10,908.00	9,854.00	9,854.00	8,779.00	7,683.00	-9.66%	(1,054.00)
MWPAT FEES	958.70	876.00	792.00	792.00	705.00	617.00	-9.59%	(84.00)
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	70,000.00	70,000.00	75,000.00	75,000.00	75,000.00	75,000.00	7.14%	5,000.00
GRANITEVILLE UPGRADE MAIN-INTEREST	26,837.50	25,438.00	24,038.00	24,038.00	22,538.00	21,038.00	-5.50%	(1,400.00)
RTE 110 UPGRADE MAIN-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	30,000.00	0.00%	-
RTE 110 UPGRADE MAIN-INTEREST	9,725.00	9,225.00	8,725.00	8,725.00	8,225.00	7,725.00	-5.42%	(500.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)-PRINCI	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)-INTERE	7,490.00	7,040.00	6,590.00	6,590.00	6,140.00	5,640.00	-6.39%	(450.00)
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	9,362.50	8,800.00	8,238.00	8,238.00	7,675.00	7,050.00	-6.39%	(562.00)
PROSPECT HILL WATER TANK - PRINCIPAL	165,000.00	267,404.00	114,200.00	114,200.00	115,000.00	115,000.00	-57.29%	(153,204.00)
PROSPECT HILL WATER TANK - INTEREST			65,134.00	65,134.00	60,550.00	55,950.00		65,134.00
GROTON/DUNSTABLE PRINCIPAL	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	30,000.00	0.00%	-
GROTON/DUNSTABLE INTEREST	16,637.50	14,888.00	13,138.00	13,138.00	11,388.00	9,638.00	-11.75%	(1,750.00)
VINE BROOK PRINCIPAL	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
VINE BROOK INTEREST	30,650.00	27,900.00	25,150.00	25,150.00	22,400.00	19,650.00	-9.86%	(2,750.00)
<b>SUBTOTAL - ISSUED BONDS</b>	<b>1,247,586.17</b>	<b>1,254,593.00</b>	<b>1,150,933.00</b>	<b>1,150,933.00</b>	<b>608,621.00</b>	<b>544,807.00</b>	<b>-8.26%</b>	<b>(103,660.00)</b>
TOWN FARM TANK REHABILITATION	-	116,000.00	105,600.00	105,600.00	103,200.00	100,800.00	-8.97%	(10,400.00)
NABNASSET AREA WATER SYSTEM IMPROVEME	-	37,583.00	47,000.00	47,000.00	217,375.00	212,381.00	25.06%	9,417.00
KIRSI CIRCLE MAIN REPLACEMENT	-	179,628.00	179,624.00	179,624.00	161,040.00	157,380.00	0.00%	(4.00)
FORGE VILLAGE PUMP STATIONS 1&2 UPGRADES	-				-	17,062.00		-
UPGRADE ULTRAVIOLET DISINFECTION SYSTEM-	-				24,000.00	71,500.00		-
BOSTON ROAD 12" WATER MAIN	-				63,750.00	153,750.00		-
FRANCIS HILL TANK REHABILITATION	-				31,875.00	89,375.00		-
UPGRADE ULTRAVIOLET DISINFECTION SYSTEM-	-					25,500.00		-
12 NORTH MAIN STREET	-					22,837.00		-
RESIDUAL STORAGE AT NUTTING ROAD	-					25,012.00		-
INTEREST ON SHORT-TERM DEBT	67,412.00							-
<b>SUBTOTAL - NON-ISSUED BONDS</b>	<b>67,412.00</b>	<b>333,211.00</b>	<b>332,224.00</b>	<b>332,224.00</b>	<b>601,240.00</b>	<b>875,597.00</b>	<b>-0.30%</b>	<b>(987.00)</b>
<b>CATEGORY TOTAL</b>	<b>1,314,998.17</b>	<b>1,587,804.00</b>	<b>1,483,157.00</b>	<b>1,483,157.00</b>	<b>1,209,861.00</b>	<b>1,420,404.00</b>	<b>-6.59%</b>	<b>(104,647.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>3,991,203.43</b>	<b>4,685,497.00</b>	<b>4,646,100.00</b>	<b>4,639,225.00</b>	<b>4,397,183.00</b>	<b>4,632,989.00</b>	<b>-0.99%</b>	<b>(46,272.00)</b>

**Goals:****Business**

- Maintain Accounts Receivables at 20 days 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 current levels.
- Replace and test 300 Residential 5/8" Meters.
- Create Electronic Applications/Forms for New Service Applications
- Integrate second collector into Fixed Meter Reading Network.

**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 Emerging Contaminant Per and Polyfluoroalkyl Substances – six compounds (PFAS6) requirements.
- 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.
- Finalize, Publish, and Implement Departmental Health and Safety Plan.

**Operations**

- Inspect 1,025 fire hydrants twice per year and exercise 200 critical water distribution system gate valves per the Department's Flushing and Valve Maintenance Program.
- Repair 45 gate valve boxes and 20 curb boxes.
- Replace four fire hydrants through the Fire Hydrant Replacement Program.
- Revise flushing program to incorporate pre-flush gate valve exercising program.
- Perform replacement of filtration vessel valves at the Forge and Nutting Road plants.
- Paint 500 fire hydrants.
- Clean and inspect the Forge Village Road and Nutting Road Water Treatment Plant clearwells.

- Test all source meters for water auditing purposes.
- Clean and redevelop two Water Supply Wells.
- Install a replacement well for Depot Street.
- Maintain Unaccounted for Water at less than 10%.

### Description of Changes:

- **FY23 Non-Bonded Capital** requests total **\$425,000** that includes the following: 1) **\$275,000** to replace the Depot well, and 2) **\$150,000** to replace the dehumidifiers at the Forge Treatment facility.
- The **FY23 Debt Service** budget **decreased** by **\$104,647** or **6.59%** based on the existing debt obligations. The major contributing factor to the reduced debt service is lower debt payments for the new Prospect Hill Water Tank as a result of a \$160,000 principal pay down of the Bond Anticipation Note.
- The **FY23 Personnel Services** expenses **increased** by **\$22,335** or **1.79%** from the prior fiscal year's budget. Most of the increase is a result of step increases for union positions and merit increases for management positions.
- The **FY23 Operating & Maintenance** expense budget **increased** by **\$36,040** or **2.25%** from the FY22 budget. The major factors contributing to the increase include the following: 1) a **\$50,000 increase** for electricity due to supply price increases and increased pumping, 2) a **\$20,000 increase** in chemical prices, 3) a **\$13,000 increase** in water infrastructure maintenance expenses due to inflationary price increases, and 4) a **\$10,000 increase** for IT maintenance support for Neptune meter reading software fees. The Indirect Expenses was reduced by \$57,985 or 12.41% which offset many of the increases.
- Included in the FY23 budget package is a section named "**Westford Water Long Range Plan Projections**" which projects future water rates through FY29. The current LRP indicates that the water rates should be adequate through FY24. A 5% rate increase is projected for FY25 which will be the first rate increase since 2009 (15 years). These projections include future capital requirements and debt service requirements based on the **2017 Master Plan**. Details of specific Capital Improvements are noted in Capital Summary schedule which displays projects through FY27.

### 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 2015 was 624.422 million gallons, which calculates to an average daily withdrawal of 1.71 million gallons per day. The residential gallons per capita day use was calculated to be 68 gallons and the system's unaccounted-for-water use was estimated to be 8.6% or 51.3 million gallons. Though we are operating within the anticipated permitted allowance and the performance standard for UAW, increased efforts will be required to reduce seasonal (summer) outdoor use to meet the new RCPGD 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 30<sup>th</sup> 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 the next few years.

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Stipends/Licenses</b>	<b>Total</b>
Water Superintendent	1.0	EXEM	104,040.00	850.00	3,100.00	107,990.00
GIS Project Management Analys	1.0		68,979.00		350.00	69,329.00
Records Supervisor II	3.0	CWA	199,091.00	2,800.00		201,891.00
Water Operations Manager	1.0	EXEM	95,325.00	1,600.00	1,825.00	98,750.00
Environmental Compliance Mana	1.0	EXEM	81,600.00		700.00	82,300.00
Water Foreman	2.0	CWA	149,208.00	5,200.00	2,500.00	156,908.00
Water Laborer	6.0	CWA	368,386.00	5,900.00	9,475.00	383,761.00
Seasonal Staff			17,136.00			17,136.00
Scheduled Overtime			64,944.00			64,944.00
Overtime - Non Scheduled			35,000.00			35,000.00
On Call			24,700.00			24,700.00
Sick Leave / Vacation Buyback			2,040.00			2,040.00
Compensation Reserve			25,000.00			25,000.00
<b>Total Personal Services</b>	<b>15.0</b>		<b>1,235,449.00</b>	<b>16,350.00</b>	<b>17,950.00</b>	<b>1,269,749.00</b>

ORG	DESCRIPTION	FY23 % Allocation	FY23 TMgr Rec	FY23 Allocation TMgr Rec
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	2.11%	442,431	9,318
132	FINANCE DIRECTOR	2.11%	159,375	3,357
135	ACCOUNTING	2.11%	298,263	6,282
135	AUDIT SERVICES	2.11%	43,550	917
145	TREASURER/COLLECTOR - PERS SVCS	2.11%	319,302	6,725
152	HUMAN RESOURCES	1.62%	248,829	4,034
155	TECHNOLOGY-Personal Services	2.11%	346,393	7,296
155	TECHNOLOGY-Munis - Charged Directly	2.11%		0
	GENERAL INSURANCE:			
	Workers Compensation	3.46%	598,096	20,680
	Unemployment Compensation	1.62%	135,000	2,189
	Comprehensive Liability	5.40%	194,400	10,502
	Excess Umbrella Liability	5.79%	14,040	812
	Auto Liability	7.99%	97,200	7,763
	Public Officials Liability	0.00%	37,800	0
	General Liability Insurance	16.84%	46,980	7,913
	<b>Total Indirect Costs</b>			<b>87,787</b>
<b>DIRECT COSTS</b>				
	HEALTH INSURANCE ACTIVE EMPLOYEES	100.00%		114,333
	HEALTH INSURANCE RETIRED EMPLOYEES	100.00%		33,434
	LIFE INSURANCE ACTIVE EMPLOYEES	100.00%		91
	LIFE INSURANCE RETIRED EMPLOYEES	100.00%		13
	F.I.C.A. MEDICARE	100.00%		12,581
	RETIREMENT	3.51%	6,263,082	220,123
	LESS STORMWATER DIRECT/INDIRECT COSTS			(61,023)
	DPW DIRECTOR	50.00%	144,626	72,313
	DPW BUSINESS MANAGER	50.00%	108,243	54,122
	DPW RECORDS SUPERVISOR (40% SW ENT)	40.00%	(61,660)	(24,664)
	DPW RECORDS SUPERVISOR (20% SW ENT)	20.00%	(66,372)	(13,274)
	<b>Total Direct Costs</b>			<b>408,050</b>
	<b>Less Credit Due From FY21 Actual Expenses</b>			<b>(86,493)</b>
<b>TOTAL FOR WATER ENTERPRISE</b>				<b>409,344</b>
<b>Direct and Indirect Budget</b>				<b>375,896</b>
<b>OPEB Trust</b>				<b>33,448</b>

## 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:**

- Rebuild programming and revenue as we recover from the impacts of COVID-19.
- Continue to offer year-round affordable programs and services for the widely varied demographic in Westford.
- Continue working with the Finance Director and Town Accountant to increase financial transparency through streamlined budget documents.

### **Programs & Services:**

The COVID pandemic dramatically changed the dynamics of group gatherings and social interactions. As a result, there was an associated impact on Recreation programming revenue over the last two fiscal years. The FY23 budget creates capacity for a return to regular programming. The Parks & Recreation Department will continue to work closely with the Parks & Recreation Commission, Town Manager, Finance Director and Town Accountant to closely monitor Recreation Enterprise finances, making appropriate adjustments based on revenue and expenses.

For FY23, the total Recreation Enterprise budget is \$1,356,805. Since FY19, payroll expense for the Director, Assistant Director, and Office Manager are removed from the 650 Parks and 491 Cemetery budgets. These salaries are now captured in the Recreation Enterprise Budget and partial offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

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), 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.

Examples of programming include:

- **Adult**-Aikido, Archery, Badminton, CPR/AED/First Aid, Cardio and Fitness Fun, Couch to 5K, Adult Premier Golf School with Seth Dichard, Qi Gong and Tai Chi, Tennis, Volleyball (Co-ed) Beginner to Intermediate
- **Youth**-Junior Premier Golf School with Seth Dichard, Fall Cross Country Track, Nitehawks Winter Indoor Track and Field, Junior Volleyball for Girls, Impact Speed & Agility with D.J. Brock
- **Pre-school**-FitPlay, Lil' Chippers Golf, No-Bake Cooking for Little Chefs, Soccer for Pre-K/Kindergarten, Soccer for Tiny-Tots, Hockey - Nashoba Learn to Play Hockey & Learn to Skate
- **Weekly Summer Programming**- During the summer, our department offers a variety of weekly programs for ages 4-16 that keep participants engaged, active, and entertained. Some of these programs include 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 run by the Recreation Department, in partnership with the Westford Public Schools. WPC is offered in all six elementary schools and at Stonybrook Middle School. Programming begins at the close of school each day and runs through 6:00 pm. Each day is divided into 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.

### **Description of Changes:**

#### **Personal Services:**

FY23 Personal Services increases are primarily associated with union contracts. The Other Recreation Staff line funds hourly, part time summer/seasonal program staff. The increase in this line is the result of minimum wage increases.

#### **Expenses:**

Reductions in expense lines are reflective of anticipated spending levels in associated categories as we continue recovering from COVID impacts on group gathering and participation in recreation programs.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
DIRECTOR	114,794.73	119,433.00	105,869.00	105,869.00	105,869.00	105,869.00	-11.36%	(13,564.00)
ASSISTANT DIRECTOR	88,941.99	94,357.00	-	-	-	-	-100.00%	(94,357.00)
OFFICE MANAGER	66,864.04	68,201.00	68,201.00	68,201.00	67,940.00	68,201.00	0.00%	-
ADMIN ASSISTANT	27,806.14	53,792.00	55,867.00	55,867.00	55,653.00	55,867.00	3.86%	2,075.00
RECREATION SUPERVISOR/ASST	245,188.75	434,350.00	450,740.00	450,740.00	464,377.00	481,468.00	3.77%	16,390.00
OTHER RECREATION STAFF	47,238.64	350,000.00	372,000.00	372,000.00	394,000.00	416,000.00	6.29%	22,000.00
SHARED - LONGEVITY	5,680.50	6,083.00	4,944.00	4,944.00	5,178.00	6,580.00	-18.72%	(1,139.00)
<b>CATEGORY TOTAL</b>	<b>596,514.79</b>	<b>1,126,216.00</b>	<b>1,057,621.00</b>	<b>1,057,621.00</b>	<b>1,093,017.00</b>	<b>1,133,985.00</b>	<b>-6.09%</b>	<b>(68,595.00)</b>
<b>EXPENSES</b>								
ELECTRICITY	237.48	795.00	353.00	353.00	375.00	400.00	-55.60%	(442.00)
WATER	113.30	235.00	235.00	235.00	235.00	235.00	0.00%	-
BUILDING MAINTENANCE	-	-	-	-	-	-	-	-
CONTRACTED SERVICES	1,997.80	1,500.00	1,500.00	1,500.00	1,500.00	2,000.00	0.00%	-
PRINTING SERVICES	-	1,500.00	1,500.00	1,500.00	1,500.00	1,750.00	0.00%	-
FIELD TRIPS	-	14,000.00	14,000.00	14,000.00	17,000.00	20,000.00	0.00%	-
RECREATION SQUIRT EXPENSE	2,884.00	1,500.00	1,500.00	1,500.00	2,000.00	2,000.00	0.00%	-
RECREATION YOUTH EXPENSE	41,193.90	50,000.00	50,000.00	50,000.00	55,000.00	60,000.00	0.00%	-
RECREATION ADULT EXPENSE	1,754.10	9,000.00	5,000.00	5,000.00	5,000.00	6,000.00	-44.44%	(4,000.00)
RECREATION WPC/REC CLUB EXP	6,795.46	37,000.00	25,000.00	25,000.00	27,000.00	27,000.00	-32.43%	(12,000.00)
RECREATION SUMMER WEEKLY EXP	712.96	15,000.00	13,000.00	13,000.00	15,000.00	15,000.00	-13.33%	(2,000.00)
RECREATION WATERFRONT EXP	1,092.11	10,000.00	7,500.00	7,500.00	10,000.00	10,000.00	-25.00%	(2,500.00)
RECREATION BROCHURE EXPENSE	-	14,000.00	9,000.00	9,000.00	9,000.00	9,000.00	-35.71%	(5,000.00)
GASOLINE	-	345.00	360.00	360.00	400.00	400.00	4.35%	15.00
OFFICE SUPPLIES	225.01	1,000.00	1,000.00	1,000.00	1,200.00	1,200.00	0.00%	-
OTHER RECREATION SUPPLIES	-	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
TRAVEL-MILEAGE	-	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEETINGS & CONFERENCES	-	-	1,886.00	1,886.00	2,000.00	2,000.00	-	1,886.00
DUES AND MEMBERSHIPS	275.00	275.00	275.00	275.00	275.00	275.00	0.00%	-
XFER TO GF - DIRECT/INDIRECT COSTS	108,049.00	140,130.00	159,575.00	159,575.00	159,575.00	159,575.00	13.88%	19,445.00
ENCUMBRANCES	-	-	-	-	-	-	-	-
<b>CATEGORY TOTAL</b>	<b>165,330.12</b>	<b>303,780.00</b>	<b>299,184.00</b>	<b>299,184.00</b>	<b>314,560.00</b>	<b>324,335.00</b>	<b>-1.51%</b>	<b>(4,596.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>761,844.91</b>	<b>1,429,996.00</b>	<b>1,356,805.00</b>	<b>1,356,805.00</b>	<b>1,407,577.00</b>	<b>1,458,320.00</b>	<b>-5.12%</b>	<b>(73,191.00)</b>

**Personnel:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Total</b>
Director	1.0	EXEM	105,869.00	1,100.00	106,969.00
Asst. Director	1.0	OPEIU	-	-	-
Office Manager	1.0	OPEIU	68,201.00	600.00	68,801.00
Administrative Assistant	1.0	CWA	55,867.00	600.00	56,467.00
Rec Supervisor - Union	8.6	OPEIU	450,740.00	2,644.00	453,384.00
Other Recreation Staff		NON	372,000.00		372,000.00
<b>Total Personal Services</b>	<b>12.6</b>		<b>1,052,677.00</b>	<b>4,944.00</b>	<b>1,057,621.00</b>

**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	FY23 % Allocation	FY23 TMR	FY23 Allocation TMR
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	1.04%	442,431	4,581
132	FINANCE DEPT	1.04%	159,375	1,650
135	ACCOUNTING	1.04%	298,263	3,088
135	AUDIT SERVICES	1.04%	43,550	451
145	TREASURER/COLLECTOR - PERS SVCS	1.04%	319,302	3,306
152	HUMAN RESOURCES	1.35%	248,829	3,365
155	TECHNOLOGY-Personal Services	1.04%	346,393	3,587
	Workers Compensation	3.94%	598,096	23,542
	Unemployment Compensation	1.35%	135,000	1,826
	Comprehensive Liability	1.10%	194,400	2,146
	Excess Umbrella Liability	0.88%	14,040	124
	Auto Liability	2.97%	97,200	2,890
	Public Officials Liability	0.00%	37,800	0
	General Liability Insurance	0.00%	46,980	0
	<b>SUBTOTAL</b>			<b>50,556</b>
<b>DIRECT COSTS</b>				
	HEALTH/LIFE INSURANCE	100.00%		86,051
	F.I.C.A. MEDICARE	1.45%		7,090
	RETIREMENT	1.65%	6,263,082	103,565
	DIRECTOR OF PARKS & GROUNDS SALARY	-15.00%	106,969	(16,045)
	ASST RECREATION DIRECTOR SALARY	-15.00%		0
	OFFICE MANAGER SALARY	-15.00%	68,801	(10,320)
	<b>SUBTOTAL</b>			<b>170,341</b>
	<b>FY23 ASSESSMENT</b>			<b>220,897</b>
	<b>FY21 Adjustment Based on Actual Expenses</b>			<b>(61,322)</b>
<b>TOTAL FOR RECREATION ENTERPRISE</b>				<b>159,575</b>

## 640 Ambulance Enterprise

### **Mission Statement:**

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

### **Goals:**

- To work with the emergency physicians and senior paramedics to assess training needs to keep skills proficient, and to train responders on new equipment and procedures.
- Review and update as needed the Rules & Regulations and Standard Operating Guidelines (SOG's) and work on OSHA/DLS compliance.
- 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.
- Evaluate Fire Department staffing issues by looking at options of increasing overtime and staffing.
- Adding additional personnel to bring staffing levels up to 11 per shift and add a full-time EMS Coordinator.

### **Description of Changes:**

- Ambulance Enterprise Budget total has a total decrease of 4.95%. The majority of the decrease is due to the direct and indirect costs (\$121,720).
- The IAFF CBA was settled in the fall of FY22 so the FY23 personal services budget reflects a 2% COLA and step increases.
- Overtime is increasing 3.68% to adjust for contractual increases, and in order to maintain a safe level of staffing. Our liability is increasing for Vacation/Sick/Personal time and the back-to-back calls the department is handling which can reduce the available in-town staff by over 50%. Additional overtime will be used for shift callbacks and to allow for full staffing of our shifts to ten more regularly. For the FY20 Fire/Ambulance overtime, there were a total 16,475 hours taken off and 8,386 (51.0%) overtime hours filled at an average rate of \$52.75.
- Educational incentive pay increases in the Personnel Budgets represents an increase in Firefighters seeking education.

**Programs & Services:**

The ALS (advanced life support) program began in 2010. By 2012, the town was providing around-the-clock ALS services. 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:**

<b>Position</b>	<b>FTE</b>	<b>Unit</b>	<b>Salary</b>	<b>Longevity</b>	<b>Education</b>	<b>Holiday Pay</b>	<b>Total</b>
Paramedic	9.0	IAFF	666,424.00	3,850.00	12,629.00	33,194.00	716,097.00
Call EMTs			100.00				100.00
Overtime			160,000.00				160,000.00
Holiday Overtime			11,273.00				11,273.00
Training Wages			34,000.00				34,000.00
<b>Total Personal Services</b>	<b>9.0</b>		<b>871,797.00</b>	<b>3,850.00</b>	<b>12,629.00</b>	<b>33,194.00</b>	<b>921,470.00</b>

**Other Metrics:** There were 1,367 total billable calls in FY21 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$1,107,423 and total collections of \$836,027. Medicare patients are represented at over 25% of the Gross Billing but also accounted for 45% of mandatory deductions.

There were 824 billable ALS calls in FY21 vs. 543 BLS calls. The average ALS billable amount was \$2,064 vs. BLS of \$1,685. \$70,965 of ambulance billing was written off in FY21 with a majority of that being Non-Residents that were subsequently sent to collections.

There was \$49,473 that was sent to collections, with over 95% of that total made up of non-residents.

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
FIREFIGHTERS	613,625.40	643,228.00	666,424.00	666,424.00	688,261.00	688,261.00	3.61%	23,196.00
CALL EMTS	-	200.00	100.00	100.00	100.00	100.00	-50.00%	(100.00)
OVERTIME	52,414.79	154,325.00	160,000.00	160,000.00	165,000.00	170,000.00	3.68%	5,675.00
HOLIDAY OVERTIME	10,386.73	11,094.00	11,273.00	11,273.00	11,273.00	11,273.00	1.61%	179.00
TRAINING	29,066.10	34,980.00	34,000.00	34,000.00	35,000.00	37,500.00	-2.80%	(980.00)
EDUCATION INCENTIVE PAY	10,848.32	12,392.00	12,629.00	12,629.00	12,882.00	12,882.00	1.91%	237.00
HOLIDAY PAY	28,220.50	32,038.00	33,194.00	33,194.00	34,282.00	34,282.00	3.61%	1,156.00
LONGEVITY	2,400.00	2,400.00	3,850.00	3,850.00	5,300.00	6,400.00	60.42%	1,450.00
<b>CATEGORY TOTAL</b>	<b>746,961.84</b>	<b>890,657.00</b>	<b>921,470.00</b>	<b>921,470.00</b>	<b>952,098.00</b>	<b>960,698.00</b>	<b>3.46%</b>	<b>30,813.00</b>
<b>EXPENSES</b>								
UNIFORM ALLOWANCE	8,705.52	8,550.00	10,800.00	10,800.00	10,800.00	10,800.00	26.32%	2,250.00
ELECTRICITY	5,644.84	8,110.00	7,619.00	7,619.00	7,771.00	7,930.00	-6.05%	(491.00)
NATURAL GAS	8,635.73	5,500.00	10,958.00	10,958.00	11,200.00	11,600.00	99.24%	5,458.00
WATER	2,892.70	1,500.00	2,300.00	2,300.00	2,346.00	2,392.00	53.33%	800.00
BUILDING MAINTENANCE	5,870.17	4,000.00	4,500.00	2,250.00	2,250.00	2,250.00	-43.75%	(1,750.00)
VEHICLE MAINTENANCE	7,574.51	7,000.00	7,000.00	7,000.00	7,200.00	7,500.00	0.00%	-
EQUIPMENT MAINTENANCE	7,688.73	12,500.00	12,000.00	12,000.00	13,500.00	14,200.00	-4.00%	(500.00)
COMMUNICATION EQUIPMENT MAINTENANCE	1,117.95	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAINING & DEVELOPMENT	5,193.00	6,000.00	6,000.00	6,000.00	6,200.00	6,500.00	0.00%	-
CONTRACTED SERVICES	48,465.03	60,000.00	61,000.00	61,000.00	62,500.00	64,000.00	1.67%	1,000.00
POSTAGE	365.74	400.00	400.00	400.00	400.00	400.00	0.00%	-
PRINTING SERVICES	338.96	450.00	450.00	450.00	450.00	500.00	0.00%	-
GASOLINE	13,201.97	12,000.00	17,171.00	17,171.00	17,514.00	17,864.00	43.09%	5,171.00
OFFICE SUPPLIES	321.17	600.00	600.00	600.00	600.00	600.00	0.00%	-
CUSTODIAL/CLEANING SUPPLIES	2,939.13	550.00	1,500.00	1,500.00	1,500.00	1,600.00	172.73%	950.00
VEHICULAR PARTS & ACCESSORIES	10,481.57	11,000.00	11,000.00	11,000.00	11,400.00	12,200.00	0.00%	-
VEHICULAR TIRES & TUBES	2,405.28	3,000.00	2,500.00	2,500.00	2,700.00	2,950.00	-16.67%	(500.00)
HEALTH / MEDICAL SUPPLIES	64,313.00	66,000.00	67,500.00	67,500.00	68,850.00	70,200.00	2.27%	1,500.00
OXYGEN	883.50	1,100.00	1,000.00	1,000.00	1,000.00	1,000.00	-9.09%	(100.00)
MEETINGS & CONFERENCES	16.96	-	1,000.00	1,000.00	1,000.00	1,000.00		1,000.00
DUES & MEMBERSHIPS	3,080.00	3,200.00	3,050.00	3,050.00	3,100.00	3,100.00	-4.69%	(150.00)
XFER TO GF - DIRECT/INDIRECT COSTS	318,383.00	437,596.00	315,876.00	315,876.00	315,876.00	315,876.00	-27.82%	(121,720.00)
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	<b>518,518.46</b>	<b>650,556.00</b>	<b>545,724.00</b>	<b>543,474.00</b>	<b>549,657.00</b>	<b>555,962.00</b>	<b>-16.46%</b>	<b>(107,082.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>1,265,480.30</b>	<b>1,541,213.00</b>	<b>1,467,194.00</b>	<b>1,464,944.00</b>	<b>1,501,755.00</b>	<b>1,516,660.00</b>	<b>-4.95%</b>	<b>(76,269.00)</b>

ORG	DESCRIPTION	FY23 % Allocation	FY23 TMR	FY23 Allocation TMR
<b>INDIRECT COST</b>				
123	TOWN MANAGER	0.99%	442,431	4,397
132	FINANCE DIRECTOR	0.99%	159,375	1,584
135	ACCOUNTING	0.99%	298,263	2,964
135	AUDIT SERVICES	0.99%	43,550	433
145	TREASURER/COLLECTOR - PERS SVCS	0.99%	319,302	3,173
152	HUMAN RESOURCES	1.18%	248,829	2,932
155	TECHNOLOGY-Personal Services	0.99%	346,393	3,442
220	FIRE ADMIN/CLERICAL	1.39%	412,056	5,743
945	GENERAL INSURANCE			
	Workers Compensation	0.00%	598,096	0
	Unemployment Compensation	1.18%	135,000	1,591
	Comprehensive Liability	0.99%	194,400	1,932
	Excess Umbrella Liability	0.99%	14,040	140
	Auto Liability	0.99%	97,200	966
	Public Officials Liability	1.18%	37,800	445
	Police & Fire Liability	9.26%	77,760	7,197
	General Liability Insurance	0.99%	46,980	467
	<b>Total Indirect Costs</b>			<b>37,405</b>
<b>DIRECT COST</b>				
	HEALTH/LIFE INSURANCE	100.00%		104,517
	F.I.C.A. MEDICARE	1.45%		12,061
	RETIREMENT	2.62%	6,263,082	164,139
	<b>Total Direct Costs</b>			<b>280,717</b>
	<b>FY21 Adjustment Based on Actual Expenses</b>			<b>(2,247)</b>
<b>TOTAL FOR AMBULANCE ENTERPRISE</b>				<b>315,876</b>

## 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. Complete the design of the Pond Brook and Blue Brook Culvert Replacement Project.
- 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 4 requirements of EPA's NPDES Municipal Separate Storm Sewer System (MS4) permit.

### Description of Changes:

- FY23 will be the third year of the Stormwater Enterprise budget. Overall, the FY23 budget is increasing \$53,070 or 4.39% from FY22.
- **Personnel Services** expenses **increased** by **\$7,862** or **5.82%** from the prior fiscal year as a result of stipends for Water Department administrative staff for stormwater related billing and collection responsibilities.
- Expenses decreased by **\$51,561** or **5.64%** from the FY22 budget primarily due to reductions in responsibilities required in Year 4 of the MS4 Permit and the Indirect Costs allocated to the 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.

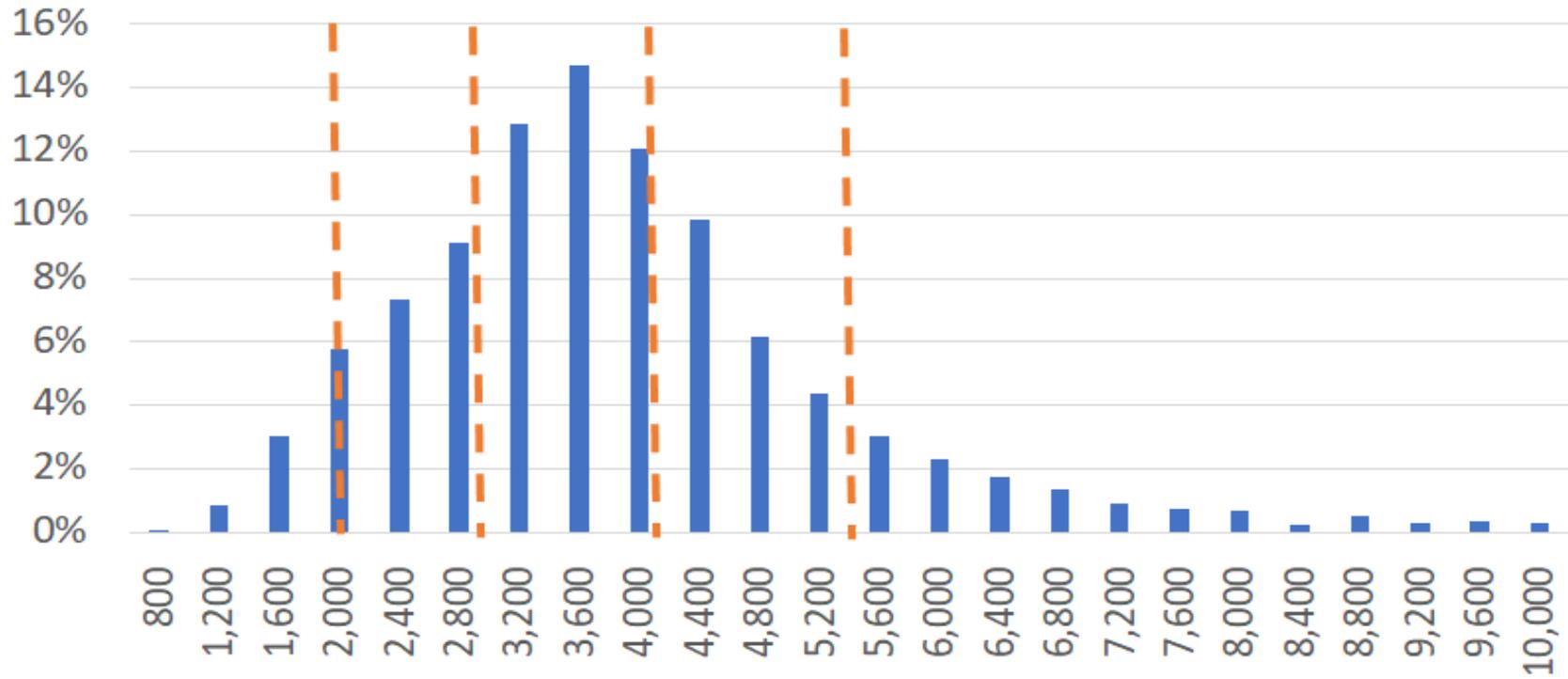
### Funding Solution

In August of 2019, the Select Board established a Stormwater Utility Fee in accordance with MGL CH 83:16 ([www.westfordma.gov/sw-mgl-ch-83-16](http://www.westfordma.gov/sw-mgl-ch-83-16)) 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.

# SFR Impervious Area Distribution



DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
STAFF ENGINEER		80,000.00	81,600.00	81,600.00	81,600.00	81,600.00	2.00%	1,600.00
ADMINISTRATIVE ASSISTANT	-	26,133.00	21,517.00	21,517.00	22,347.00	22,347.00	-17.66%	(4,616.00)
PROJECT INSPECTOR - FACILITIES TECH	4,620.92	-	-	-	-	-		-
EQUIPMENT OPERATORS / LABORERS	21,522.05	26,257.00	27,092.00	27,092.00	27,854.00	28,700.00	3.18%	835.00
OTHER OVERTIME	-	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
DEPARTMENTAL STIPENDS	-	800.00	10,843.00	10,843.00	11,055.00	11,324.00	1255.38%	10,043.00
LONGEVITY	-							-
<b>CATEGORY TOTAL</b>	<b>26,142.97</b>	<b>135,190.00</b>	<b>143,052.00</b>	<b>143,052.00</b>	<b>144,856.00</b>	<b>145,971.00</b>	<b>5.82%</b>	<b>7,862.00</b>
<b>EXPENSES</b>								
SPECIAL DETAILS	13,809.15	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%	-
VEHICLE MAINTENANCE	26,124.27	28,806.00	28,806.00	28,806.00	28,806.00	28,806.00	0.00%	-
EQUIPMENT MAINTENANCE	-	1,260.00	1,260.00	1,260.00	1,260.00	1,260.00	0.00%	-
IT MAINTENANCE SUPPORT		14,264.00	14,264.00	14,264.00	14,264.00	14,264.00	0.00%	-
DRAINAGE MAINTENANCE	10,693.36	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%	-
GIS MAPPING (50%)			4,000.00	4,000.00	4,000.00	4,000.00		4,000.00
DRAINAGE INVESTIGATION	-	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
CATCH BASIN CLEANING	67,618.62	66,000.00	66,000.00	66,000.00	66,000.00	66,000.00	0.00%	-
STREET SWEEPING	45,098.59	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.00%	-
STREET WASTE DISPOSAL SERV	22,259.05	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
TESTING / WATER QUALITY SERV	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
PIPE MONITORING	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
ENGINEERING SERVICES	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MS4 GENERAL PERMIT COMPLIANCE	37,061.25	93,500.00	43,500.00	43,500.00	43,500.00	43,500.00	-53.48%	(50,000.00)
MS4 CORRECTIVE ACTIONS	-	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
CONTRACTED SERVICES	5,689.12	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
FEE CONSULTING SERVICES	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
POSTAGE AND PRINTING EXPENSE	7,778.87	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.00%	-
DIESEL FUEL/GAS	2,268.64	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	0.00%	-
SOFTWARE SERVICES	-	11,710.00	11,710.00	11,710.00	11,710.00	11,710.00	0.00%	-
XFER TO GF - DIRECT/INDIRECT COSTS	393,964.00	430,908.00	530,840.00	530,840.00	526,120.00	519,915.00	23.19%	99,932.00
ENCUMBRANCES	46,300.00							-
<b>CATEGORY TOTAL</b>	<b>678,664.92</b>	<b>913,648.00</b>	<b>967,580.00</b>	<b>967,580.00</b>	<b>962,860.00</b>	<b>956,655.00</b>	<b>5.90%</b>	<b>53,932.00</b>

DESCRIPTION	FISCAL 2021 ACTUAL	FISCAL 2022 BUDGET	FISCAL 2023 REQUEST	FISCAL 2023 TMR	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2023 % INC/DEC	FISCAL 2023 \$ INC/DEC
<b>PRINCIPAL &amp; INTEREST</b>								
10 WHEEL DUMPTRUCK: HIGHWAY - PRINCIPAL	3,000.00	3,000.00					-100.00%	(3,000.00)
10 WHEEL DUMPTRUCK: HIGHWAY - INTEREST	225.00	165.00					-100.00%	(165.00)
MAIN STREET RECONSTRUCTION - PRINCIPAL	78,205.90	78,206.00					-100.00%	(78,206.00)
MAIN STREET RECONSTRUCTION - INTEREST	32,002.68	28,093.00					-100.00%	(28,093.00)
<b>SUBTOTAL - ISSUED BONDS</b>	<b>113,433.58</b>	<b>109,464.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>	<b>(109,464.00)</b>
OAK HILL RECONSTRUCTION PROJECT - PRINCIP.	-				101,000.00	101,000.00		-
OAK HILL RECONSTRUCTION PROJECT - INTERES	-	36,360.00	60,600.00	60,600.00	80,800.00	76,760.00	66.67%	24,240.00
POND BROOK & BLUE BROOK CULVERT REPLAC	-		25,000.00	25,000.00	25,000.00	25,000.00		25,000.00
POND BROOK & BLUE BROOK CULVERT REPLAC	-	15,000.00	29,000.00	29,000.00	19,000.00	18,000.00	93.33%	14,000.00
CULVERT PERMITTING & REPLACEMENT - PRINC	-		-	-	62,500.00	62,500.00		-
CULVERT PERMITTING & REPLACEMENT - INTER	-		37,500.00	37,500.00	50,000.00	47,500.00		37,500.00
CULVERT PERMITTING & REPLACEMENT - PRINC	-				-	62,500.00		-
CULVERT PERMITTING & REPLACEMENT - INTER	-				37,500.00	50,000.00		-
CULVERT PERMITTING & REPLACEMENT - PRINC	-					-		-
CULVERT PERMITTING & REPLACEMENT - INTER	-					37,500.00		-
INTEREST ON SHORT-TERM DEBT	-					30,000.00		-
<b>SUBTOTAL - NON-ISSUED BONDS</b>	<b>-</b>	<b>51,360.00</b>	<b>152,100.00</b>	<b>152,100.00</b>	<b>375,800.00</b>	<b>510,760.00</b>	<b>196.14%</b>	<b>100,740.00</b>
<b>CATEGORY TOTAL</b>	<b>113,433.58</b>	<b>160,824.00</b>	<b>152,100.00</b>	<b>152,100.00</b>	<b>375,800.00</b>	<b>510,760.00</b>	<b>-5.42%</b>	<b>(8,724.00)</b>
<b>DEPARTMENT TOTAL</b>	<b>818,241.47</b>	<b>1,209,662.00</b>	<b>1,262,732.00</b>	<b>1,262,732.00</b>	<b>1,483,516.00</b>	<b>1,613,386.00</b>	<b>4.39%</b>	<b>53,070.00</b>

ORG	DESCRIPTION	FY23 % Allocation	FY23 TMR	FY23 Allocation TMR
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	0.78%	442,431	3,456
132	FINANCE DEPT	0.78%	159,375	1,245
135	ACCOUNTING	0.78%	298,263	2,330
135	AUDIT SERVICES	0.78%	43,550	340
145	TREASURER/COLLECTOR - PERS SVCS	0.78%	319,302	2,494
152	HUMAN RESOURCES	0.60%	248,829	1,485
155	TECHNOLOGY-Personal Services	0.78%	346,393	2,706
	Workers Compensation	0.60%	598,096	3,568
	Unemployment Compensation	0.60%	135,000	805
	Comprehensive Liability	0.78%	194,400	1,519
	Excess Umbrella Liability	0.78%	14,040	110
	Auto Liability	0.78%	97,200	759
	Public Officials Liability	0.78%	37,800	295
	General Liability Insurance	0.78%	46,980	367
	<b>SUBTOTAL</b>			<b>21,481</b>
<b>DIRECT COSTS</b>				
	HEALTH/LIFE INSURANCE	100.00%		32,761
	F.I.C.A. MEDICARE	1.45%		3,843
	RETIREMENT	1.23%	6,263,082	76,808
	ASSISTANT TOWN MANAGER	2.00%	137,117	2,597
	TREASURER COLLECTOR	2.00%	122,889	2,279
	DPW DIRECTOR	15.00%	141,807	20,416
	DPW BUSINESS MANAGER	15.00%	106,971	16,046
	GIS COORDINATOR	15.00%	85,094	12,765
	TOWN ENGINEER	20.00%	119,810	23,497
	ASSISTANT TOWN ENGINEER	20.00%	102,506	20,103
	HIGHWAY SUPERINTENDENT	15.00%	100,000	18,301
	OPERATIONS SUPERVISOR	15.00%	85,740	12,032
	CREW SUPERVISOR	15.00%	213,141	21,314
	HVY EQUIP. OPERATOR	15.00%	686,246	114,671
	DEBT SERVICE - 10 WHEEL DUMP TRUCK		3,105	3,105
	DEBT SERVICE - MAIN STREET RECONSTRUCTION		102,388	102,388
	<b>SUBTOTAL</b>			<b>482,925</b>
	<b>FY23 ASSESSMENT</b>			<b>504,406</b>
	<b>FY21 Adjustment Based on Actual Expenses</b>			<b>(34,589)</b>
<b>TOTAL FOR STORMWATER ENTERPRISE</b>				<b>469,817</b>

Water Enterprise Direct and Indirect Cost:

ORG	DESCRIPTION	FY23 % Allocation	FY23 TMR	FY23 Allocation TMR
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	0.00%	442,431	0
132	FINANCE DEPT	0.00%	159,375	0
135	ACCOUNTING	0.00%	298,263	0
135	AUDIT SERVICES	0.00%	43,550	0
145	TREASURER/COLLECTOR - PERS SVCS	0.00%	319,302	0
152	HUMAN RESOURCES	0.00%	248,829	0
155	TECHNOLOGY-Personal Services	0.00%	346,393	0
	Workers Compensation	0.00%	598,096	0
	Unemployment Compensation	0.00%	135,000	0
	Comprehensive Liability	0.00%	194,400	0
	Excess Umbrella Liability	0.00%	14,040	0
	Auto Liability	0.00%	97,200	0
	Public Officials Liability	0.00%	37,800	0
	General Liability Insurance	0.00%	46,980	0
	<b>SUBTOTAL</b>			<b>0</b>
<b>DIRECT COSTS</b>				
	HEALTH/LIFE INSURANCE	100.00%		0
	F.I.C.A. MEDICARE	1.45%		0
	RETIREMENT	0.00%	6,263,082	0
	WATER SUPERINTENDENT	5.00%	104,890	5,245
	ENVIRONMENTAL COMPLIANCE MGR	5.00%	81,600	4,080
	GIS PROJECT MANAGEMENT ANALYST	20.00%	68,979	13,796
	RECORDS SUPERVISOR	20.00%	66,372	13,274
	RECORDS SUPERVISOR	40.00%	61,570	24,628
	<b>SUBTOTAL</b>			<b>61,023</b>
	<b>FY23 ASSESSMENT</b>			<b>61,023</b>
	<b>FY21 Adjustment Based on Actual Expenses</b>			<b>0</b>
<b>TOTAL FOR STORMWATER ENTERPRISE</b>				<b>61,023</b>