

## FY 2019 Budget Questions & Answers Finance Committee

| <b>Dept. Number, Name + Account</b>    | <b>Questioner's Name/Question</b>   | <b>Response</b>  |
|--|---|--|
| 122 Selectmen Dues/memberships         | FitzPatrick: What is no longer included from FY17 resulting in lower dues/membership budgets for FY18 and FY19?                       | The town's Cross Town Connect annual membership fee of \$5,500 is no longer being funded from this line, but instead is coming from PWAH Gift Account  |
| 122 Selectmen Community initiatives    | FitzPatrick: Is the retreat in community initiatives?   | Yes and we use these funds to purchase speed radar detector signs and other BOS initiatives.   |
| 122 - Selectmen                        | Shankar Hegde/Why Dues & Memberships went down significantly compared to actual FY 17?  | See answer above (Cross Town Connect)  |
| 123 - Town Manager                     | Shankar Hegde/What is the status of disposition of 12 North Main Street?  | We are currently in the process of negotiating a purchase and sale agreement with Yule Development Inc.  |
| 123,                                   | Bao: page 10, Link is out of date, Town charter.pdf   | Fixed thanks   |
| 123, Expenses, Meetings                | Bao: Please explain the increases on meetings & conferences, FY17 (1929) v.s. FY19 (6230).  | We budgeted \$5,430 in FY17 for the TM and ATM to attend the following meetings: MMA Annual Meeting, ICMA Annual Conference, MMA Spring Meeting, MMMA Monthly Meetings. We were unable to attend many of the meetings to remain in Westford to manage priorities. In FY19, in addition to the meetings listed above, the ATM and Project/Procurement Specialist need to each take one continuing education class for state purchasing certification. |
| 123 Town Manager Goals (8)             | FitzPatrick: Is there still a committee for rec, mill works and roudenbush? Are there any forthcoming recommendations?                | The Mill Works/Roudenbush/Recreation Committee still exists but has not met for some time. We will reach out to Mark Kost, the chair, and see when they plan to meet again.  |
| 123 Town Manager Records supervisor    | FitzPatrick: If that is 3 hours per week (page 41) it translates to 8% (based on 37.5 hr week) of a \$11.5K salary? Is that accurate? | Tina Landry assists 3 hours per week in the Town Manager's office. This amount includes \$4,660 in salary (\$29.68 per hour) plus a weekly stipend of \$87.08 for additional duties performed.   |
| 123 Town Manager Secretary (vaca/sick) | FitzPatrick: Can you provide an overview of the Secretary (vacation/sick coverage account)? Is it really just Secretary?              | Our office has a part-time Secretary position that works one day per week to process all accounts payable, payroll, and assists with customer service  |
| 123 - Town Manager                     | Shankar Hegde/What are the contracted services (\$1,000 budget)?  | We are given directives by the BOS at times where we need a small amount of funding to accomplish objectives.  |
| 135, Expenses, Office supply           | Bao: Office supplies FY19 request (1,500) v.s. FY19 TMR (1,000)   | \$1,500 was originally requested in the budget, and then during the initial budget meeting the Town Accountant was asked to  |

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| 135 Town Accountant<br>OT                   | FitzPatrick: What generates OT in the business depts?   | reduce this line item based on the FY17 actual amount spent.<br>During holiday weeks, payroll has time sensitive deadlines to for direct deposit. The payroll administrator and asst. town accountant arrive an hour early these weeks to make sure the payroll is completed.   |
| 135 Town Accountant                         | FitzPatrick: Does the department process payroll for the schools as well?   | No  |
| 135 Town Accountant<br>and other depts?     | FitzPatrick: How many EEs are MCPPO certified?  | For the Town, the Assistant Town Manager, Project/Procurement specialist, and Finance Director. We have money set aside in FY19 for the Asst. Town Accountant / Finance & Budget Analyst  |
| 135 Town Accountant                         | FitzPatrick: If school EEs are processed thru this dept is that similar to other towns or do other towns have higher pupil spending because all expenses related to schools are in the school dept? | School payroll and accounts payable are processed with school staff. The Town Treasurer prints the checks for the schools.  |
| 135/145 Accountant &<br>Treasurer/Collector | FitzPatrick: Why does the Accountant process payroll but the treasurer process payroll tax filings and W-2s?  | Christine Collins Comment: The Accounting Office receives time sheets, verifies that calculations, pay rates, time off accruals, budget availability and contract compliance are correctly reflected and then they enter the detail into our payroll software in Munis to generate the Town payroll file. The DOR has strict rules about separation of duties and so, it is not permitted for the Accounting office to have access to the town's bank accounts. Also, the IRS usually considers the Treasurer to be the responsible party for tax compliance. The Treasurer's office takes care of everything after the file is generated. Once we get the payroll file, we fund the payroll, process the ACH file uploads, generate banking transfers, process tax and deduction online payments and print payroll checks. We maintain records to tie weekly tax payments to quarterly and annual IRS & State reporting for the town and school payrolls. The School Financial |

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| 141, Expenses,<br>Contracted services | Bao: Please explain the increase of contracted services, FY17 (3120) v.s. FY19 (15000).   | office generates the school payroll and we finish it in the same way that we do the town payroll.<br>The FY17 budgeted amount was \$15,000. The contractor failed to deliver her work after assuring she would complete the terms. For FY18, there is a new contractor who has signed a contract with the BOA. Contract is going to BOS next week.   |
| 141 Assessors Other                   | FitzPatrick: Isn't there significantly more than 10,000 real estate bills? What is done to "process" these? The treasurer "processes" them too. | Christine Collins: I know this is an Assessors question, but I wanted to give you the information about our side of the equation, so I am chiming in here. The Assessors maintain the property record file, are responsible for updating values, maintaining new owners and making mailing address changes. They process abatements and exemptions, and they generate the tax file. I am sure there's more that they do, but that's the part that I see that feeds the tax bill file.<br>The Tax Collector's office contracts with a printer to have the bills printed, mailed and uploaded to the Online Bill Pay system. Then when the money comes in, the Tax Collector's office receives and posts the money, we process abatements in Munis and generate refund checks when there are overpayments. And, finally we pursue delinquent taxpayers through various avenues. There are about 8,200 RE tax records and 828 personal property records in the most recent tax bill file. But since they are billed quarterly, we are dealing with over 36,000 tax bills annually for Real and Personal Property alone.<br>Paul Plouffe: Christine has captured much of the process. I create and process the bills for RE and PP. Within the process, values are tax rate are updated, exemptions and entered if they are granted prior to the actual tax bill, SCE added, betterments, and fines. |
| 141 Assessors Other                   | FitzPatrick: Why is the percentage of abatements so much higher for motor vehicles than real estate?  | People change motor vehicles throughout the calendar year. They are sold, traded, junked or are insurance casualties.  |

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| 141 Assessors<br>Contracted Services | What is the general result of these abatements? Is there a correlation between motor vehicle abatements and homeowners? | Likewise, during this process vehicle registrations are either transferred or cancelled. Every new action with the Registry of Motor Vehicles triggers a new bill. Motor vehicle bills are prorated monthly. If you were change your car and transfer that registration in July, you could get an abatement for the balance of the year because a new motor vehicle tax bill will be issued from the date of new registration to the end of the calendar year. There is no correlation between motor vehicles and homeowners unless a person is moving out of town/state and cancelling their registration.  |
| 141 Assessors<br>Contracted Services | FitzPatrick: What services are contracted?  | Contracted services are primarily for compliance with the DOR for Measure & List (inspection) of RE properties. It can also be used to pay for a 3 year audit on Personal Properties, or other areas where it may needed.  |
| 141 - Assessors                      | Shankar Hegde/P. 22. Is it Administrative Assessor or Assistant Assessor?   | It is Assistant Assessor. It was titled Administrative Assessor but has been changed.  |
| 145 Treasurer                        | FitzPatrick: Which employees is payroll processed for (1,000)   | Several years ago we reorganized the work load in the office and eliminated a full time position. The full-time hours were replaced with a part time position of 15 hours a week. You see that in my budget under Admin Asst. This saved the town a lot of money, but we still need a little extra help at times when the work load is heavy. The Collector's office has very uneven work flow, especially when the first excise tax commitment is coming in. We send out over 20,000 bills that are due in 30 days. The work load is immense during that season. We use Senior Volunteers to open the mail, but we also need some trained help for a few days a year. We also use this person occasionally to cover an employee absence. The person that we had helping us for several years is no longer able to do it for us. She was scarcely available last year. But, we have found a new person that we will be training. |

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| 151-legal services               | Ingrid Nilsson/What major legal challenges/suits is the Town currently facing? (Nilsson)  | There is litigation pending on the Brookside cell towers.  |
| 151 Legal Services Labor Council | FitzPatrick: Does this account fluxate with contract negotiations?  | Yes, if we are entering a fiscal year that will have collective bargaining with multiple unions then we would require additional funds in this account to cover the associated expenses  |
| 151 – Legal Services             | Shankar Hegde/Is this a full-time position or outsourced service? If it is an outsourced service, how it gets paid? Hourly rate or fixed price? Please describe the things counsel is working on.   | This is an outside company that the town uses for legal services. The town currently uses KP Law for town counsel services and Mirick O’Connell for labor counsel services. We have a \$50,000 retainer with our town counsel, and then we pay an hourly rate for any expenses after the retainer is used. Labor counsel is paid at negotiated hourly rates for services.  |
| 152, Human Resources, Misc       | Elizabeth Almeida: Please explain Compensation Reserve  | This fund is used for unsettled contracts, coverage for departments who experience longer term absences, new employee salary negotiations, mid-year salary adjustments for job changes, and non-union performance reviews.   |
| 152, Expenses, Professional dev  | Bao: Please explain the reduced cost on professional development, FY17 (11524) v.s. FY19 (5000).  | If any of our employees are interested in pursuing a degree in their specialty, then subject to appropriation, we allocate funds to assist them in obtaining this degree.  |
| 152 Human Resources              | FitzPatrick: School EEs are processed thru this dept. Is that similar to other towns or do other towns have higher pupil spending because all expenses related to schools are in the school dept? Is the transfer out for settling of various dept contracts or the school contracts? | The schools have 2 full-time HR employees who manage the school employees and benefits on a day to day basis. The Town provides the infrastructure that the town and schools use for all benefits, pays invoices for employees benefits such as health insurance, turnover checks for employee benefits to the treasurers office, handles Workers Compensation, and provides employee and retiree assistance. All transfers for the comp reserve are for town related expenses. The schools have their own comp reserve account. |
| 152 HR Pre-Employ Exam           | FitzPatrick: Could there be any savings by collaborating with the BOH?  | The BOH was instrumental in coordinating the current arrangement that we have in place. The BOH could not directly provide these services.   |
| 152 HR Legal                     | FitzPatrick: Why is advertising increasing?   | Increased turnover.  |

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| Advertising<br>155, Technology        | Elizabeth Almeida/ How much of the IT budget is to serve the schools?  | Very little. Some portion of the staff time is taken up with School projects but outside of that most costs are billed directly to them or are cross-charged.   |
| 155, Technology                       | Elizabeth Almeida/ Why a big jump in Telephone/cell?   | Cell phone use includes data charges for mobile devices which is a growing area for departments with vehicles – Police, Fire, Highway, Inspectional Services etc. The actual number of cell phones in use is pretty steady.<br>The apparent increase in telephone use actually reflects the reality of the situation. In FY17 we spent just short of \$34,000 in this category so the budget is being adjusted to reflect that. |
| 155, Expenses,<br>Contracted services | Bao: Contracted services (183K) take about 1/3 of total expenses. What are the services, in addition to FirstClass, anti-virus?<br>FitzPatrick: Why would the schools be charged for the new facilities director but not for the technology director and other staff who oversee much of the computer equipment purchases and support for the schools - especially with the comment “a significant part of our work” is for rolling out the digital learning plan? | Please see the attached spreadsheet called “Contracted Services” which lists the component items and their cost.<br><br>Dan: Each year I work with Kathy Auth to complete the schedule 1&19. I attached the cover page to show the amount the schools are cross-charged, which factors into their per pupil cost. 50% of the Technology Director is cross-charged to the schools.   |
| 155 Technology<br>Phones/Cells        | FitzPatrick: Are these just for town depts or does the balance cover the schools as well? Is there a policy on which EEs get cell phones?  | We manage the cell phones for all departments but cross charge costs to the schools and water departments. Requests for new phones, and upgrades from feature phones to smart phones require the town manager approval. Department heads necessary for emergency or critical operations are required to have a cell phone, as are all public safety personnel and employees regularly working in the field                      |
| 155 Technology Office<br>supplies     | FitzPatrick: What is included in supplies? Why are copier supplies under Town hall and not technology?   | Supplies consists of office supplies for the Tech Dept, toner for shared printers and per page costs for the town photocopiers.<br>Dan: The copier supplies line item in the Town Hall budget is for  |

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| 155 Technology Org chart            | FitzPatrick: What is the difference between the 9 FTEs in the org chart and the 5 FTEs in the dept? Are the 4 FTEs funded by schools?  | paper.<br>Yes. The four school technicians who report to the town are employed by the schools.   |
| 155 - Technology                    | Shankar Hegde/What are the reasons we are migrating away from FirstClass? What is the system that is replacing it?   | FirstClass is not standards compliant, has a significant learning curve for users and has some deficiencies in terms of its archiving and retrieval. It is a closed environment which makes interoperation very difficult. Having costed out various options we plan to run MS Exchange on our own infrastructure as a replacement on the town side. It is likely that the schools will transfer to Gmail at some point. |
| 161, Expenses, Travel/Meeting       | Bao: Travel/Meeting expenses increased. Is that related to additional state and locally mandated programs?   | While it is true that state and local regulations and procedures are ever evolving, both the Town Clerk and the Assistant Town Clerk are new to their positions and it is felt that they will benefit greatly from the education that these conferences provide.   |
| 161 Town Clerk Election workers     | FitzPatrick: Could some of this funding be allocated to the tax relief work programs?  | This is a great idea.  |
| 161 Town Clerk Data                 | FitzPatrick: The dog licenses are a very strange trend. Do you have any ideas why?   | We license about 2,600 dogs a year. If you are over 70, you do not need to pay for the license. Perhaps this accounts for some of the fluctuations, as the baby boomers approach 70+   |
| 161 Town Clerk Data/433 Solid waste | FitzPatrick: Bulk stickers are increasing and solid waste is decreasing. It appears that waste would be even more significantly down if not for the bulk items. Are there educational programs that might give people an idea where they could donate some of these bulk items as opposed to buying a sticker and throwing them out? | The Recycling Commission is very pro-active in educating residents about recycling. Their web page lists many resources.   |
| 170 Permitting Activity             | FitzPatrick: what has prompted the increase in conservation commission permits?  | There are a few contributing factors. First, there has been a significant increase in permitting activity, and the Department has been extremely busy. Second, the previous Conservation Resource Planner was authorized to handle some of the more  |

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| 170 Permitting Personal Services     | FitzPatrick: Why isn't anything allocated to Dept 660 Land management,   | <p>minor projects administratively, which reduced the number of formal permits that were tracked. Third, the current Conservation Resource Planner is actively trying to close out past projects which have not received Certificates of Compliance. Depending on status of work completed, it could result in additional permitting to achieve closure.</p> <p>While it may appear that nothing is allocated to 660, there are actually 2 contracts within this budget. For instance, Farmer Dave's (manager of Hill Orchard) contract and half of Jeff Mount's (Caretaker for East Boston Camps) contract comes from 660 Land Management. The other half of Jeff Mount's contract is funded from 171 EBC Maintenance Revolving Account.</p>  |
| 170 Permitting Description of Change | FitzPatrick: I understand that the workload is expected to increase with the affordable housing developments but that is cyclical and new growth continues to decline. Would it be better to contract help or use additional interns in busier years as opposed to making upgrading a position to full time? | <p>While we can appreciate this suggestion, we do not believe this approach would be in the best interest of either the Department or Town. Due to continued workload, we have been unable to conduct any proactive planning measures or Zoning Bylaw amendments within the past five years. Most of the recent amendments have been reactionary or stop-gap measures – reacting to revised flood maps, reacting to Medical Marijuana Dispensaries and Recreational Marijuana Establishments. Additionally, the Planning Board has been unable to accomplish any of their Top Priority Recommended Zoning Bylaw and Subdivision Regulations Amendments since before 2013. (The 2014, 2015 and 2016 Priorities are attached for reference.) In most cases, it would be inappropriate to delegate many tasks to interns. Delegation of work to trained and competent contractors would still create program inefficiencies (requiring more oversight) and would not serve to provide any of the Department's much-needed corporate memory or ability to provide back-up or coverage during unplanned vacancies. Additionally, the Department is not able to adequately monitor</p> |

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| 170 Permitting/175<br>Planning Personal<br>Services | FitzPatrick: Why is the planner in one dept and the assistant planner in another dept? The discussion of assistant planner is in both dept overviews. | <p>projects, follow-through on Bonds and Escrows, nor track required conditions of approval. In short, while the increase in the Assistant Planner position from 24 to 37.5 hours per week will not solve all of these problems, it will provide significant additional help. Furthermore, "new growth" is not always a good benchmark for gauging how "busy" the Department is in each year. For instance, while we anticipate well over 400 new dwelling units being constructed next calendar year associated with affordable housing projects, it is because each project benefited from a robust public hearing process with the Zoning Board of Appeals, some of which began in 2016. There are also many applications proposing changes of use that do not result in new construction. A single Board of Appeals application for a cell tower in 2016 lead to a second application for a cell tower at a nearby site in 2017, which resulted in 3 different appeals that are currently before the Superior Court, Land Court and US District Court, requiring a tremendous amount of staff time without any "new growth".</p> <p>The Assistant Planner provides equal assistance to Conservation, Planning and Zoning Divisions. Therefore, it would be inappropriate to organize it under just one of the three divisions. It is more appropriate to place it "higher up" in the organization structure which captures all of the divisions served by the position. By the same token, an argument could be made to place the Town Planner position in Permitting instead of Planning because that position serves both Planning and Zoning Divisions. The increase to the Assistant Planner position was discussed in the Planning section for informational purposes only, because this change will have a positive effect on this division.</p> |
| 170 - Permitting                                    | Shankar Hegde/P. 50 -- Why is there a large   | While it may appear that there is a large increase, the FY17   |

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| 175, Expenses, Planning studies     | <p>increase in contracted services budget in FY 2018? What are those services? Do you have actual YTD FY 2018?</p> <p>Bao: Please explain the difference on planning studies FY17 (0) v.s. FY19 request (15000) v.s. F19 TMR (5000)</p> | <p>appropriated budget was the same as the FY18 at \$35,830. The actual FY17 is lower because there were 2 unpaid invoices which cannot be resolved until Town Meeting. The Westford Housing Authority and the Department have taken steps to prevent this oversight from recurring. YTD FY18 is \$10,616.00.</p> <p>Due to capacity issues, the Department was unable to conduct any proactive planning studies during FY17. Therefore, we agreed to a FY17(0). During decision-making and preparing for FY17, the Department was embroiled in the aftermath of the Newport Materials Planning Board and Board of Appeals public hearing processes, which included litigation and settlement efforts. For FY19, the Department planned to propose a number Zoning Bylaw Amendments. The first of which would serve to clarify and simplify existing sections of the Zoning Bylaw relating to Nonconforming Uses, Structures, and Lots. Such efforts were intended to streamline the permitting process, particularly for single and two-family dwellings, and could have resulted in a reduction in the number of Zoning Board of Appeals public hearings. The second was to propose substantial changes to Section 9.4 of the Zoning Bylaw – Site Plan Review. The intent was to provide a tiered review process that could potentially authorize Staff to administratively approve lesser projects, and for the Planning Board to approve smaller projects without benefit of a public hearing, thereby decreasing the number of public hearings. The third goal was to substantially update Planning and Zoning application forms, including the creation of electronic application forms. Given current circumstances and projected workload, we do not object to the Town Manager's requested amount of \$5,000 because it is unlikely that we would be able to fully address more than one of these goals within FY19.</p> |

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| 192, Expenses                             | Bao: Just an observation. It appears that Town Hall uses less electricity and heat fuel, compared with Senior Center, although some Town Hall windows are very drafty. | We will take a look at this. The Senior Center is open roughly 8 hours more per week than the Town Hall. Building insulation may also be a factor, but it's something we can explore further.   |
| 192, Expenses                             | Bao: Just an observation. Town Hall has lower cost on elevator/fire/alarm inspection, compared with Senior Center, different service company?                          | Both locations are serviced by the same location.   |
| 192, Expenses, HVAC                       | Bao: Please explain FY17 (10972) v.s. FY18 (4000) v.s. FY19 (7000)? Can this be covered by our town HVAC technician? What's HVAC sizing?                               | There are fluctuations in the annual maintenance costs for our HVAC systems. Our service contracts cover only basic cleaning, lubrication, and filter replacement services at prevailing wage rates. If a piece of equipment fails mid season we are required to place a service call which results in additional labor and material costs. We try to use the School Department's HVAC technician to troubleshoot problems, but this staff member already provides services at 10 schools so he is often tied up with other maintenance needs |
| 199, Expenses, HVAC                       | Bao: HVAC sizing?  | I'm not sure what this question is requesting. The 199 HVAC account is for multiple locations.  |
| 199, Expenses, Contracted services        | Bao: Please explain the difference, FY17 (13496) v.s. FY18 (2500) v.s. FY19 (5800).  | In FY17 we had an array of expenses that were funded from this account, which included: asbestos testing at the Roudenbush Building, the town common bandstand handicapped accessibility study, expenses related to the sale of 35 Town Farm Road, shredding services at multiple town buildings, etc. We do not anticipate requiring as much funding in FY19 for these types of services.  |
| 199 Property Maint Personal services      | FitzPatrick: Is there a problem with the HVAC?   | 199 provides funding for multiple buildings. The furnace at Parkerville School House is almost at the end of its useful life.   |
| 199 Property Maint Custodian and expenses | FitzPatrick: How does the existing dept work with the current Facilities tech? What additional duties would the facilities director have?                              | Our Facilities Technician/Engineering Inspector is split between public buildings and the Engineering Department. (50/50) He coordinates repairs/projects at the town buildings typically with the use of contractors. The Facilities Director will oversee all   |

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| 199 – Public buildings       | FitzPatrick: For which building is the custodian and all the maintenance line items and utilities in this dept.?   | town buildings and will focus on long-range/capital planning. The funding in 199 for custodial services is for the Technology Department and Parks and Recreation. The maintenance and utilities funds are for the Parkerville School House, Museum, Cottage Building, Town Common, and other locations which don't have specific budgets for the building.   |
| 199 – Public buildings       | Shankar Hegde/What are the justifications for creating new positions – Director of facilities and office manager? Are there any savings to be realized to pay for these positions?               | We do not anticipate short-term savings by adding these positions. We currently have no Facilities Department positions focusing strictly on long-range/capital planning for the town. This individual will likely uncover items that require additional funding to ensure the maximum life-cycle for each of our public buildings. Link to presentation: <a href="https://www.westfordma.gov/DocumentCenter/Home/View/5416">https://www.westfordma.gov/DocumentCenter/Home/View/5416</a> |
| All general govt             | FitzPatrick: Is there a chart that shows how all the partial FTEs group? It is difficult to get a sense between all the departments of which positions are part time and which sum to a full FTE | Please see the attached spreadsheet for the employees split between departments.  |

**155 Technology Department  
Contracted Services**

|                                      | <b>FY2018</b>     | <b>FY2017 actual</b> | <b>FY2019</b>     | <b>FY2020</b>     | <b>FY2021</b>     |
|--------------------------------------|-------------------|----------------------|-------------------|-------------------|-------------------|
|                                      |                   | \$ 3,604             |                   |                   |                   |
| Kannon (FirstClass Hosting)          | \$ 22,000         | \$ 24,500            | \$ 10,000         | \$ 10,200         | \$ 10,404         |
| VT-S Licensing                       | \$ 2,000          |                      |                   |                   |                   |
| School chargebacks for VTH + FC      | \$ (16,800)       | \$ (27,935)          | \$ -              | \$ -              | \$ -              |
| Acrobat subscriptions                | \$ 1,200          |                      | \$ 1,200          | \$ 1,224          | \$ 1,248          |
| American Alarm (Access, cameras etc) | \$ 26,000         | \$ 28,769            | \$ 30,000         | \$ 30,600         | \$ 31,212         |
| Browsealoud (website)                | \$ 1,000          | \$ 995               | \$ 1,000          | \$ 1,020          | \$ 1,040          |
| Cartegraph                           | \$ 9,000          | \$ 8,372             | \$ 3,000          | \$ 9,180          | \$ 9,364          |
| CivicPlus (hosting & support)        | \$ 3,700          |                      | \$ 3,700          | \$ 3,774          | \$ 3,849          |
| CodeRED                              | \$ 13,000         | \$ 12,157            | \$ 12,500         | \$ 12,750         | \$ 13,005         |
| Document Management                  | \$ 2,000          | \$ 1,950             | \$ 2,000          | \$ 2,040          | \$ 2,081          |
| Domain Registrations                 | \$ 400            | \$ 920               | \$ 900            | \$ 918            | \$ 936            |
| GIS (ESRI & CDM)                     | \$ 6,400          | \$ 6,690             | \$ 7,000          | \$ 7,140          | \$ 7,283          |
| GIS (PeopleGIS)                      | \$ 3,800          |                      | \$ 3,800          | \$ 3,876          | \$ 3,954          |
| IMC - Main contract                  | \$ 22,171         | \$ 22,691            | \$ 24,000         | \$ 24,480         | \$ 24,970         |
| IMC - Mugshot utility                | \$ 300            |                      |                   |                   |                   |
| IMC - Transcor (AVL)                 | \$ 3,200          | \$ 2,978             | \$ 3,000          | \$ 3,060          | \$ 3,121          |
| My Rec Dept                          | \$ 3,400          | \$ 3,275             | \$ 3,500          | \$ 3,570          | \$ 3,641          |
| My Senior Center (XAVUS)             | \$ 1,100          | \$ 1,340             | \$ 1,400          | \$ 1,428          | \$ 1,457          |
| Other (surveymonkey, pingdom etc)    | \$ 4,000          | \$ 6,222             | \$ 7,000          | \$ 7,140          | \$ 7,283          |
| Patriot (Assessors)                  | \$ 10,000         | \$ 9,830             | \$ 10,000         | \$ 10,200         | \$ 10,404         |
| Pavement Management (BETA)           |                   |                      | \$ 2,500          | \$ 2,550          | \$ 2,601          |
| Police/Fire Modem                    | \$ 1,500          |                      |                   |                   |                   |
| Solarwinds Web Help Desk             | \$ 3,200          | \$ 2,930             | \$ 3,000          | \$ 3,060          | \$ 3,121          |
| Sophos Anti-Virus                    | \$ 5,800          | \$ 5,466             | \$ 6,500          | \$ 6,630          | \$ 6,763          |
| varonis                              |                   |                      | \$ 25,000         | \$ 25,000         | \$ 25,000         |
| Web/Soc Med Archiving                | \$ 6,000          | \$ 5,524             | \$ 6,000          | \$ 6,120          | \$ 6,242          |
| WinWam (inspections)                 |                   |                      | \$ 1,275          | \$ 1,301          | \$ 1,327          |
| Zoll (replaced AmbuPro)              | \$ 3,600          |                      | \$ -              | \$ -              | \$ -              |
| Replace in-house/old apps            | \$ 30,000         | \$ 12,309            | \$ 15,000         | \$ 25,000         | \$ 25,000         |
|                                      | <b>\$ 167,971</b> | <b>\$ 132,587</b>    | <b>\$ 183,275</b> | <b>\$ 202,261</b> | <b>\$ 205,306</b> |

| WESTFORD PUBLIC SCHOOLS                                  |        |             |                   |    |           |             |                   |    |     |
|--|--------|-------------|-------------------|----|-----------|-------------|-------------------|----|-----|
| Westford, MA 01886                                       |        |             |                   |    |           |             |                   |    |     |
| Schedule 1 & 19  |        |             |                   |    |           |             |                   |    |     |
| Expenditures by Town on Behalf of School Dept(2017-2018) |        |             |                   |    |           |             |                   |    |     |
| Exclusive of Debt Retirement & Debt Service              |        |             |                   |    |           |             |                   |    |     |
|  |        | FISCAL 2017 |                   |    | Key       | FISCAL 2018 |                   |    | Key |
| <b>General Administrative Services</b>                   |        |             |                   |    |           |             |                   |    |     |
| Town Manager   | 15.0%  | 291,517     | 43,728            | 1  | 15.0%     | 301,180     | 45,177            | 1  |     |
| Finance Director   | 25.0%  | 110,448     | 27,612            | 2  | 25.0%     | 113,123     | 28,281            | 2  |     |
| Finance Committee  | 20.0%  | 8,180       | 1,636             | 3  | 20.0%     | 9,088       | 1,818             | 3  |     |
| Town Accountant's Office/Expense/Audit                   | 15.0%  | 311,926     | 46,789            | 5  | 15.0%     | 316,119     | 47,418            | 5  |     |
| Treasurer / Collector                                    | 10.0%  | 290,266     | 29,027            | 6  | 10.0%     | 304,244     | 30,424            | 6  |     |
| Human Resources Director                                 | 50.0%  | 102,567     | 51,284            | 28 | 50.0%     | 106,158     | 53,079            | 28 |     |
| Technology Director                                      | 50.0%  | 108,914     | 54,457            | 7  | 50.0%     | 114,420     | 57,210            | 7  |     |
| Technology Munis - Paid Directly                         | 25.0%  | -           | -                 | 8  | 25.0%     | -           | -                 | 8  |     |
| Town Clerk   | 5.0%   | 80,907      | 4,045             | 9  | 5.0%      | 87,319      | 4,366             | 9  |     |
| Conservation/Land Use Director                           | 10.0%  | 189,794     | 18,979            | 10 | 10.0%     | 196,894     | 19,689            | 10 |     |
| Police Department  | 5.0%   | 4,841,690   | 242,084           | 11 | 5.0%      | 5,117,833   | 255,892           | 11 |     |
| Public Safety Dispatch                                   | 5.0%   | 879,468     | 43,973            |    | 5.0%      | 834,920     | 41,746            |    |     |
| Fire/Ambulance Department                                | 10.0%  | 3,648,589   | 364,859           | 12 | 10.0%     | 3,747,528   | 374,753           | 12 |     |
| Building Inspector                                       | 15.0%  | 85,830      | 12,874            | 13 | 15.0%     | 88,830      | 13,325            | 13 |     |
| <b>Sub-Total Gen Adm Svcs</b>                            |        |             | <b>941,348</b>    |    |           |             | <b>973,177</b>    |    |     |
| <b>Employee Benefit Administrator</b>                    |        |             |                   |    |           |             |                   |    |     |
| Benefits Coordinator/Clerical                            | 25.0%  | 101,776     | 25,444            | 14 | 25.0%     | 105,249     | 26,312            | 14 |     |
| <b>Pupil Support</b>                                     |        |             |                   |    |           |             |                   |    |     |
| School Resource Officer - Paid Directly                  | 100.0% | -           | -                 | 15 | 0.0%      | -           | -                 | 15 |     |
| Youth Liaison  | 25.0%  | -           | -                 | 16 | 0.0%      | -           | -                 | 16 |     |
| Nursing/Substance Abuse                                  | 25.0%  | 129,995     | 32,499            | 17 | 25.0%     | 125,646     | 31,412            | 17 |     |
| <b>Sub-Total Pupil Support</b>                           |        |             | <b>32,499</b>     |    |           |             | <b>31,412</b>     |    |     |
| <b>Operations &amp; Maintenance</b>                      |        |             |                   |    |           |             |                   |    |     |
| Highway  | 5.0%   | 2,152,502   | 107,625           | 18 | 5.0%      | 2,182,628   | 109,131           | 18 |     |
| Snow & Ice   | 5.0%   | 797,085     | 39,854            | 19 | 5.0%      | 400,000     | 20,000            | 19 |     |
| Trash  | 5.0%   | 1,608,854   | 80,443            | 20 | 5.0%      | 1,669,142   | 83,457            | 20 |     |
| Waste Water Treatment Plants                             | 100.0% | 136,231     | 136,231           | 29 | 100.0%    | 159,663     | 159,663           | 29 |     |
| <b>Sub-Total Oper &amp; Maint</b>                        |        |             | <b>364,153</b>    |    |           |             | <b>372,252</b>    |    |     |
| <b>Retirement Contributions</b>                          |        |             |                   |    |           |             |                   |    |     |
| Middlesex Retirement System                              | 33.6%  | 4,238,879   | 1,422,568         | 21 | 33.6%     | 4,619,903   | 1,550,439         | 21 |     |
| <b>Other</b>   |        |             |                   |    |           |             |                   |    |     |
| Property   | 50.0%  | 165,587     | 82,794            | 22 | 50.0%     | 147,000     | 73,500            | 22 |     |
| Auto   | 25.0%  | 81,838      | 20,460            | 22 | 25.0%     | 92,978      | 23,245            | 22 |     |
| Educator's Liability                                     | 100.0% | 14,359      | 14,359            | 22 | 100.0%    | 15,750      | 15,750            | 22 |     |
| General Liability  | 50.0%  | 71,521      | 35,761            | 22 | 50.0%     | 55,650      | 27,825            | 22 |     |
| Umbrella Liability                                       | 50.0%  | 8,940       | 4,470             | 22 | 50.0%     | 9,593       | 4,797             | 22 |     |
| Public Officials Liability                               | 5.0%   | 29,049      | 1,452             | 22 | 5.0%      | 28,875      | 1,444             | 22 |     |
| Workers Compensation                                     | 50.0%  | 286,474     | 143,237           | 22 | 50.0%     | 379,100     | 189,550           | 22 |     |
| Unemployment   | 65.0%  | 67,598      | 43,938            | 23 | 65.0%     | 80,000      | 52,000            | 23 |     |
| Medicare   | 71.4%  | 895,691     | 639,255           | 24 | 71.4%     | 895,000     | 638,762           | 24 |     |
| Health Insurance - Active***                             | 100.0% | 5,143,135   | 5,143,135         | 28 | see below |             |                   |    |     |
| Health Insurance - Retiree                               | 100.0% | 1,441,432   | 1,441,432         | 28 | 72.1%     | 10,384,523  | 7,490,356         | 25 |     |
| <b>Sub-Total Other</b>                                   |        |             | <b>7,570,293</b>  |    |           |             | <b>8,517,228</b>  |    |     |
| <b>Crossing Guards</b>                                   | 0.0%   | -           | -                 | 27 | 0.0%      | -           | -                 | 27 |     |
| <b>TOTAL</b>   |        |             | <b>10,356,303</b> |    |           |             | <b>11,470,819</b> |    |     |



Plan

17-19

**Town of Westford  
Planning Board**

55 Main Street  
Westford, Massachusetts 01886  
TEL (978) 692-5524 FAX (978) 399-2732

**MEMORANDUM**

**July 20, 2016**

To: All Boards and Committees  
 From: Planning Board  
 Re: Planning Board Priorities for FY 17 - 19  
 cc: Jodi Ross, Town Manager  
 Chris Kluchman, FAICP, Director of Land Use Management  
 Jeff Morrissette, Town Planner  
 Paul Starratt, PE Town Engineer

**Background**

At their meeting of July 18, 2016, the Planning Board adopted the following list of priorities to the Zoning Bylaw and other changes to Planning Board Rules and Regulations for inclusion on the Planning Board's "Policy Work Program" for Fiscal Years 17 to 19. The attached chart reviews the priorities from 2015, provides a status and suggests the time frame in which these matters might be addressed.

The Board wants to share these priorities with other Boards and Committees. If you have comments or questions, please contact Chris Kluchman at [ckluchman@westfordma.gov](mailto:ckluchman@westfordma.gov).

**Relationship to Master Plan Implementation Committee (MPIC)**

MPIC has not yet prepared its list of recommendations for the Planning Board, which may affect the Planning Board's priority-setting. MPIC is scheduled to provide their recommendations to the Planning Board in October 2016.

**Top Adopted Priority Zoning Bylaw and Regulation Amendments**  
 Shaded rows indicate project in process

| Top Priorities  | Status  | Recommended for FY or ATM action                                |
|---|---|---|
| <b>1. Minor/Administrative Site Plan Review (Zoning Bylaw Section 9.4)</b><br><u>Description:</u> create tiered review system for new applications and for modifications, change timeframe from 60 to 65 days.  | Internal Draft produced and no substantive review by town counsel.              | 2017 Budget includes consulting fees = part of \$10,000 project |
| <b>2. Update Nonconforming Uses/Structures Section (Zoning Bylaw Section 3.6)</b><br><u>Description:</u> improve existing language to add clarity for BOA applications, revise type of hearing (Special Permit not Variance for certain applications in light of new case law), and possibly allow for demolition and rebuilding where new structure meets setback standards. | Internal Draft produced and reviewed by town counsel with major changes needed. | 2017 Budget includes consulting fees = part of \$10,000 project |

Planning Board Priorities for FY 2017-19

| Top Priorities  | Status  | Recommended for FY or ATM action  |
|---|---|---|
| <p><b>3. Define Multi-Family Regulations (Route 110)</b><br/> <u>Description:</u> create density and dimensional standards for multi-family dwellings. Consider adding site and/or design guidelines for such development. Current problem: density and scale are undefined, so that when someone requests a use variance to a multi-unit and/or multi-family project, there is no guidance as to appropriate density. Consider whether duplexes should be allowed in any residential district.</p> | <p>NMCOG and MHP providing support to the Town's public outreach related to MF along Route 110, which is in progress. There was a May 2016 meeting to be followed by Fall 2016 public meeting (large outreach effort). MPIC also discussing MF.</p> | <p>FY17 and possibly ATM 2018. Report to 2016 ATM about status of project and inform TM voters about it.</p>                              |
| <p><b>4. Update Fees and Application Forms in PB Rules and Regulations</b><br/>           Conduct market basket assessment (review past research) of all our PB fees and improve the forms used for all PB actions. This was last updated 10 years ago and it is time to overhaul once again.</p>   | <p>Application checklists have been updated and reviewed by Board of Appeals. Progress being made on applications but not fees. .</p>   | <p>Complete by September 2016 (FY 17). \$2,500 for technical consultant available.<br/>           No Town Meeting action required.</p>    |
| <p><b>5. Revise Zoning Bylaw to add an Associate Planning Board member</b></p>  | <p>Immediate concern to keep quorum and a supermajority available for votes at each Board hearing.</p>  | <p>Possible ATM 2017, requires zoning amendment.</p>  |
| <p><b>6. Modify Road Standards in Chapter 218 (Subdivision Rules and Regulations)</b><br/> <u>Description:</u> Per longstanding discussions about the inadequacies of the Common Drive standards of 16' pavement, consider changes to the Road Design section of Chapter 218.</p>   | <p><b>No progress in FY 16.</b> New Fire code effective January 2015 makes this an even higher priority.</p>  | <p>Complete by June 2017.<br/><br/>           No Town Meeting action required.</p>  |
| <p><b>7. Include changes to the Bonding/Security in Chapter 218 (Subdivision Rules and Regulations)</b><br/> <u>Description:</u> in accordance with the Unaccepted Roads Report and recommendations from Town Engineer, add ability of PB to increase security amounts OVER TIME when (future) public ways in subdivision roads are not completed in certain amount of time. Explore feasibility of 2-year maintenance bond after acceptance of road.</p>   | <p><b>No progress in FY 16</b></p>  | <p>Complete by end of June 2017 (suggest concurrent with Road Standards update).<br/><br/>           No Town Meeting action required.</p> |
| <p><b>8. Village Zoning</b><br/>           Description: Review zoning in Villages (Forge Village and Graniteville) for possible new village zoning more appropriate to the smaller lots, smaller setbacks, higher density and mixed uses that currently exist in these areas.</p>   | <p>NMCOG working with Town, project to begin in Fall 2016. Expected outcome in January 2017 with conceptual Village Overlay district proposal.</p>  | <p>FY 17 and possibly ATM 2018. Report to 2016 ATM about status of project and inform TM voters about it.</p>                             |
| <p><b>9. Major revisions to OSRD/Flex Bylaws</b></p>  | <p>Master Plan Implementation Committee (MPIC) currently is reviewing the effectiveness of these bylaws.</p>  | <p>FY 18 and possibly ATM 2019</p>  |

Planning Board Priorities for FY 2017-19

10. **Revise dimensional standards related to commercial development.** This includes CH district setback requirements (currently 75' front yard setback), off street parking and landscaping requirements.
11. **Amend Wireless Bylaw (section 6.2) to reflect new Federal law.** New Federal legislation limits discretionary review of modifications, also make changes if needed relative to possible new state legislation.
12. **Use Table Clarifications.** Clarify some possible discrepancies (e.g. Wireless in Residential prohibited in Use Table but allowed in Section 6.2)
13. **Inclusionary/Incentive Zoning Related to Affordable Housing** (under discussion by MPIC)
14. **Review Water Resource Protection District in light of Hazardous Materials Bylaw** (Kate Hollister)
15. **Re-consider Special Permit for Flood Plain Overlay District when the Conservation Commission covers the same topic.** (Need to check with DCR)
16. **Review and improve Zoning Bylaw Definitions Section.** e.g. add terms such as Common Drive, modify Lot Frontage, update Major Commercial Permit (MCP) definition per legal decisions.
17. **Review home Occupation standards in the Zoning Bylaw.** This is a Board of Appeals permit process that needs modernizing.
18. **Stormwater Rules and Regulations – add criteria not to increase volume.** This topic may be addressed in the Stormwater Master Plan.



**Town of Westford  
Planning Board**

55 Main Street  
Westford, Massachusetts 01886  
TEL (978) 692-5524 FAX (978) 399-2732

**MEMORANDUM**

**November 3, 2015**

**To:** All Boards and Committees  
**From:** Planning Board  
**Re:** Planning Board Priorities for FY 16 - 18  
**cc:** Jodi Ross, Town Manager  
Chris Kluchman, AICP, Director of Land Use Management  
Jeff Morrissette, Town Planner  
Paul Starratt, PE Town Engineer

**Background**

At its November 2, 2015 meeting, the Planning Board approved the following list of priorities to the Zoning Bylaw and other changes to Planning Board Rules and Regulations for inclusion on the Planning Board's "Policy Work Program" for Fiscal Years 16 to 18. The attached chart reviews the priorities from 2014, provides a status and suggests the time frame in which these matters might be addressed.

The Board wants to share these priorities with other Boards and Committees. If you have comments or questions, please contact Chris Kluchman at [ckluchman@westfordma.gov](mailto:ckluchman@westfordma.gov).

In addition to the regulatory changes outlined on the next pages, the Board expressed concern that additional planning staff is needed to adequately prepare for the level of work.

**Top Priority Recommended Zoning Bylaw and Regulation Amendments**

| <b>Top 9 Priorities</b>   | <b>Status</b>   | <b>Recommended for what FY or ATM action</b>                |
|---|---|---|
| <b>1. Minor/Administrative Site Plan Review (Zoning Bylaw Section 9.4)</b><br><b>Description:</b> create tiered review system for new applications and for modifications, change timeframe from 60 to 65 days.  | Internal Draft produced and no substantive review by town counsel.              | ATM 2017 (FY 17 consulting fees = part of \$10,000 project) |
| <b>2. Update Nonconforming Uses/Structures Section (Zoning Bylaw Section 3.6)</b><br><b>Description:</b> improve existing language to add clarity for BOA applications, revise type of hearing (Special Permit not Variance for certain applications in light of new case law), and possibly allow for demolition and rebuilding where new structure meets setback standards. | Internal Draft produced and reviewed by town counsel with major changes needed. | ATM 2017 (FY consulting fees = part of \$10,000 project)    |

| Top 9 Priorities  | Status   | Recommended for what FY or ATM action  |
|---|--|--|
| <p><b>3. Define Multi-Family Regulations</b><br/> <u>Description:</u> create density and dimensional standards for multi-family dwellings. Consider adding site and/or design guidelines for such development. Current problem: density and scale are undefined, so that when someone requests a use variance to a multi-unit and/or multi-family project, there is no guidance as to appropriate density. Consider whether duplexes should be allowed in any residential district. Should a Multi-family district be created, it does not have to be mapped.</p> | <p>NMCOG currently working on this project with interface with Affordable Housing Committee and Planning staff through a Direct Local Technical Assistance (DLTA) grant. Report with concepts to be brought to the Planning Board in January 2016. Possible FY 17 consultant project to write changes to bylaw and maps and lead public outreach effort.</p>   | <p>FY17 and possibly ATM 2018. Report to 2016 ATM about status of project and inform TM voters about it.</p>                   |
| <p><b>4. Modify Road Standards in Chapter 218 (Subdivision Rules and Regulations)</b><br/> <u>Description:</u> Per longstanding discussions about the inadequacies of the Common Drive standards of 16' pavement, consider changes to the Road Design section of Chapter 218.</p>   | <p>No progress in FY 15. New Fire code effective January 2015 makes this an even higher priority.</p>  | <p>Complete by June 2016.<br/><br/>No Town Meeting action required.</p>  |
| <p><b>5. Include changes to the Bonding/Security in Chapter 218 (Subdivision Rules and Regulations)</b><br/> <u>Description:</u> in accordance with the Unaccepted Roads Report and recommendations from Town Engineer, add ability of PB to increase security amounts OVER TIME when (future) public ways in subdivision roads are not completed in certain amount of time. Explore feasibility of 2-year maintenance bond after acceptance of road.</p>   | <p>No progress in FY 15</p>  | <p>Complete by end of June 2016 (suggest concurrent with Road Standards update).<br/><br/>No Town Meeting action required.</p> |
| <p><b>6. Update Fees and Application Forms in PB Rules and Regulations</b><br/> Conduct market basket assessment (review past research) of all our PB fees and improve the forms used for all PB actions. This was last updated 10 years ago and it is time to overhaul once again.</p>   | <p>No progress in FY 15</p>  | <p>Complete by September 2016 (FY 17)<br/><br/>No Town Meeting action required.</p>  |
| <p><b>7. Village Zoning</b><br/> Description: Review zoning in Villages (Forge Village, Graniteville, Nabnasset) for possible new village zoning more appropriate to the smaller lots, smaller setbacks, higher density and mixed uses that currently exist in these areas.</p>   | <p>NMCOG currently working on this project with interface with Economic Development Committee and Planning staff through a Direct Local Technical Assistance (DLTA) grant. Report with concepts to be brought to the Planning Board in January 2016. Possible FY 17 consultant project to write changes to bylaw and maps and lead public outreach effort.</p> | <p>FY 17 and possibly ATM 2018. Report to 2016 ATM about status of project and inform TM voters about it.</p>                  |
| <p><b>8. Major revisions to OSRD/Flex Bylaws</b></p>  | <p>Master Plan Implementation Committee (MPIC) currently is reviewing the effectiveness of these bylaws.</p>   | <p>FY 18 and possibly ATM 2019</p>   |

| Top 9 Priorities  | Status  | Recommended for what FY or ATM action         |
|---|---|---|
| <b>9. Revise Zoning Bylaw to add an Associate Planning Board member</b> | Immediate concern to keep quorum and a supermajority available for votes at each Board hearing. | Possible ATM 2016, requires zoning amendment. |

9. **Revise dimensional standards related to commercial development.** This includes CH district setback requirements (currently 75' front yard setback), off street parking and landscaping requirements.
10. **Amend Wireless Bylaw (section 6.2) to reflect new Federal law.** New Federal legislation limits discretionary review of modifications, also make changes if needed relative to possible new state legislation.
11. **Use Table Clarifications.** Clarify some possible discrepancies (e.g. Wireless in Residential prohibited in Use Table but allowed in Section 6.2)
12. **Inclusionary/Incentive Zoning Related to Affordable Housing** (under discussion by AHC/AHT)
13. **Review Water Resource Protection District in light of Hazardous Materials Bylaw** (Kate Hollister)
14. **Re-consider Special Permit for Flood Plain Overlay District when the Conservation Commission covers the same topic.** (Need to check with DCR)
15. **Review and improve Zoning Bylaw definitions Section.** e.g. add terms such as Common Drive, modify Lot Frontage, update Major Commercial Permit (MCP) definition per legal decisions.
16. **Review home Occupation standards in the Zoning Bylaw.** This is a Board of Appeals permit process that needs modernizing.
17. **Stormwater Rules and Regulations – add criteria not to increase volume.** This topic may be addressed in the Stormwater Master Plan.



**Town of Westford**  
**Planning Board**  
55 Main Street  
Westford, Massachusetts 01886  
TEL (978) 692-5524 FAX (978) 399-2732

**MEMORANDUM**

**July 22, 2014**

To: Westford Boards and Commissions

From: Planning Board

Re: List of "Top 6" Planning Board Priorities for Changes to Zoning Bylaw

cc: Chris Kluchman, AICP, Director of Land Use Management  
Jeff Morrissette, Town Planner  
Paul Starratt, Town Engineer  
Technical Review Committee

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**Background**

At its April 22, 2014 meeting, the Planning Board approved the following list of priorities to the Zoning Bylaw and other changes to Planning Board Rules and Regulations for inclusion on the Planning Board's "Policy Work Program" over the next several years. The Board wants to share these priorities with other Boards and Committees. If you have comments or questions, please contact Chris Kluchman at [ckluchman@westfordma.gov](mailto:ckluchman@westfordma.gov).

**Recommended Zoning Bylaw and Regulation Amendments**

**Top Six Priorities (not in any specific order)**

- 1. Minor/Administrative Site Plan Review (Zoning Bylaw Section 9.4)**  
**Description:** create tiered review system for new applications and for modifications, change timeframe from 60 to 65 days.
- 2. Update Nonconforming Uses/Structures Section (Zoning Bylaw Section 3.6)**  
**Description:** improve existing language to add clarity for BOA applications, revise type of hearing (Special Permit not Variance for certain applications in light of new case law), and possibly allow for demolition and rebuilding where new structure meets setback standards.
- 3. Define Multi-Family Regulations**  
**Description:** create density and dimensional standards for multi-family dwellings. Consider adding site and/or design guidelines for such development. Current problem: density and scale are undefined, so that when someone requests a use variance to a multi-unit and/or multi-family project, there is no guidance as to appropriate density. Consider whether duplexes should be allowed in any residential district. Should a Multi-family district be created, it does not have to be mapped.

4. **Modify Road Standards in Chapter 218 (Subdivision Rules and Regulations)**  
Description: Per longstanding discussions about the inadequacies of the Common Drive standards of 16' pavement, consider changes to the Road Design section of Chapter 218.
5. **Include changes to the Bonding/Security in Chapter 218 (Subdivision Rules and Regulations)**  
Description: in accordance with the Unaccepted Roads Report and recommendations from Town Engineer, add ability of PB to increase security amounts OVER TIME when (future) public ways in subdivision roads are not completed in certain amount of time. Explore feasibility of 2-year maintenance bond after acceptance of road.
6. **Update Fees and Application Forms in PB Rules and Regulations**  
Description: Conduct market basket assessment (review past research) of all our PB fees and improve the forms used for all PB actions. This was last updated 10 years ago and it is time to overhaul once again.

*Other Recommended Changes (not in any specific order)*

7. **Revise dimensional standards related to commercial development.** This includes CH district setback requirements (currently 75' front yard setback), off street parking and landscaping requirements.
8. **Amend Wireless Bylaw (section 6.2) to reflect new Federal law.** New Federal legislation limits discretionary review of modifications, also make changes if needed relative to possible new state legislation.
9. **Use Table Clarifications.** Clarify some possible discrepancies (e.g. Wireless in Residential prohibited in Use Table but allowed in Section 6.2)
10. **Consider Village Zoning (for example Forge Village).** Study currently under way with assistance from NMCOG and Economic Development Committee.
11. **Inclusionary/Incentive Zoning Related to Affordable Housing** (under discussion by AHC/AHT)
12. **Review Water Resource Protection District in light of Hazardous Materials Bylaw** (Kate Hollister)
13. **Re-consider Special Permit for Flood Plain Overlay District when the Conservation Commission covers the same topic.** (Need to check with DCR)
14. **Define or allow mixed use and Multi-Family Residential in IH and CH Districts.** This is a Master Plan recommendation.
15. **Review and improve Zoning Bylaw definitions Section.** e.g. add terms such as Common Drive, modify Lot Frontage, update Major Commercial Permit (MCP) definition per legal decisions.
16. **Stormwater Rules and Regulations – add criteria not to increase volume.** This topic may be addressed in the Stormwater Master Plan.

| <b>Town of Westford</b>   |                     |                   |                     |                   |                    |                    |
|---|---------------------|-------------------|---------------------|-------------------|--------------------|--------------------|
| <b>FY19 Budget</b>  |                     |                   |                     |                   |                    |                    |
| <b>Employees budgeted in multiple departments</b>   |                     |                   |                     |                   |                    |                    |
| <b>Position</b>   | <b>Department 1</b> | <b>Hours/Week</b> | <b>Department 2</b> | <b>Hours/Week</b> | <b>Total Hours</b> | <b>Total Hours</b> |
| Records Supervisor  | Town Manager        | 3                 | Town Clerk          | 34.5              | 37.5               | 37.5               |
| Records Analyst   | Finance             | 12                | Accounting          | 18                | 30                 | 30                 |
| Admin/Senior Asst.  | Assessors           | 22.5              | Treasurer/Collector | 15                | 37.5               | 37.5               |
| Custodian   | Town Hall           | 30                | Public Buildings    | 7.5               | 37.5               | 37.5               |
| Facilities Director   | Public Buildings    | 9.5               | Schools             | 28                | 37.5               | 37.5               |
| Office Manager  | Public Buildings    | 9.5               | Schools             | 28                | 37.5               | 37.5               |
| Project Inspector - Facilities Tech   | Public Buildings    | 18.75             | Engineering         | 18.75             | 37.5               | 37.5               |
| Senior Assistant  | Cemetery            | 14                | Veterans            | 4                 | 18                 | 18                 |
| *All Westford Public Works employees are budgeted in the Cemetery and Parks & Grounds Department for 30.2 weeks and in the Highway Department for 22 weeks. |                     |                   |                     |                   |                    |                    |