State of the Town
Fiscal Year 2010
Jodi Ross
Town Manager
May 9, 2009
What is the state of our town?

- Our town finances are in good shape
- We are cautiously optimistic about FY2011
- Bond ratings Aa3 and AA+
- Low debt burden according to S&P
- Committed to long range fiscal planning
- Committed to transparency
- Committed to responsible economic development
Board of Selectmen
FY2009 - 2010 goals

- Develop budget without override
- Reduce costs where possible
- Negotiate responsible collective bargaining agreements
- Control health insurance costs
- Reduce gap between revenues and spending
- Consolidate departments to improve efficiency and reduce costs
- Centralize facility and vehicle maintenance
FY2010 Recommended Budget

- Operating budget: $87,774,553
- Capital projects: 1,500,000
- Other articles: 834,023
- Other amounts to be raised: 837,194
- State & County cherry sheet chg: 451,771
- Allowance for abatements: 475,000

- TOTAL 2010 Budget: $91,872,541
Fiscal 2010 Operating Budget

Unclassified
(Includes insurances, pension, Medicare, enterprise direct/indirect)
- $9,665,685
  - 11.0%

N.V.T.H.S.
- $591,918
  - .7%

Westford Public Schools
- $43,722,360
  - 49.8%

Other Town Departments
- $17,723,629
  - 20.2%

Enterprise
- $6,330,459
  - 7.2%

Debt Service
- $9,740,502
  - 11.1%
Cost Saving Measures

- Town operating budgets (4.6%) from FY09
- RFPs for legal, insurance, health ins $360,000
- Reduced staffing levels $348,000
- Reduced compensation reserve $192,000
- Reduced IT expenses $68,000
- Negotiated lower tipping fees $57,000
- Reduced office supplies $41,000
- Reduced printing $25,000
- Hiring and spending freezes implemented
- Restricted use of town vehicles
Enterprise Funds

- Water - no subsidy

- Ambulance - decreased subsidy by 2%
  - FY09 - 47.3%  
  - FY10 - 45.5%

- Recreation - decreased subsidy by 9%
  - FY09 – 25.4%  
  - FY10 - 15.9%
Capital Expenses

- Created a Capital Planning Committee who reviewed, prioritized and recommended town-wide capital budget.

- $1.5M Capital Budget submitted by Town Manager
  - Includes $361,311 to Capital Stabilization Fund for a balance of $461,311.
Capital Appropriations FY2005 – 10
FY2010 Projected Revenue

- Tax Revenue: $56,006,671
- Local Revenue: 6,252,618
- State Aid: 20,622,568
- Available Funds: 2,272,238
- Enterprise Revenue: 5,021,652
- Free Cash Applied: 1,696,794

- TOTAL 2010 Revenue: $91,872,541
Estimated Revenue/Available Funds

- Tax Revenue: $56.01M (60.95%)
- Local Revenue: $6.25M (6.81%)
- State Aid: $20.62M (22.45%)
- Other Available Funds: $2.27M (2.47%)
- Reserves: $1.70M (1.85%)
- Enterprise: $5.02M (5.47%)
State Aid

FISCAL YEARS

02 03 04 05 06 07 08 09 10
Possible New Revenue Sources

- Permitting software sales to other municipalities may produce $175K+
- Permits & new growth – Cornerstone Square, Westford Crossing
- Boston Road development $30K+
- Increased user fees $60k
- Lease or sale of town buildings
- Sale of tax possession land
Other Measures

- Secured FEMA funds for Ice Storm – $600,000
- Recommend solid waste reduction program to reduce tipping fees – savings est. $130K /yr
- Regionalize where appropriate
- Improve communication – with staff & public
- Establish department head goals with performance reviews based on achievement
- Project 5 year budget to assist us with long-term strategic planning
Reorganization

- Our organizational structure needs to reflect our current and future needs
- Beginning to consolidate administrative functions of town and schools
- Director of Land Use Management position needed to manage future growth
- Task force studying the formation of a Department of Public Works
The best way to insure your extinction is to refuse to change. (Jeff Bezos – founder of Amazon.com)

We are committed to examining every opportunity and bringing forth creative, innovative recommendations to insure the level of services and quality of life you have come to expect.
Conclusion

- We are committed to:
  - Ongoing review and implementation of Efficient Town Government and Long Range Fiscal Policy committee recommendations
  - Seeking acceptance of the Comprehensive Master Plan and insuring its implementation
  - Monitoring of the economy, state aid, and local revenues
  - Commitment to protect town services, infrastructure, and cost containment to maintain the town’s financial viability for now and in the future