TOWN OF WESTFORD

TOWN MANAGER

BUDGET

RECOMMENDATION

FY 2010

March 10, 2009
FY2010 Recommended Budget

- Operating budget: $86,822,052
- Capital budget: 1,500,000
- Other articles: 575,000
- Other amounts to be raised: 836,479
- State & County cherry sheet chg: 377,232
- Allowance for abatements: 475,000

- TOTAL 2010 Budget: $90,585,763
# Budget % Increase/Decrease

<table>
<thead>
<tr>
<th>Category</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FY2010 budget</td>
<td>(1.32%)</td>
</tr>
<tr>
<td>Town operating budget</td>
<td>(4.65%)</td>
</tr>
<tr>
<td>Westford Public Schools</td>
<td>+2.30</td>
</tr>
<tr>
<td>NVTHS</td>
<td>(6.35%)</td>
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Cost Saving Measures

- Reduced staffing levels in accounting, assessors, highway, human resources, library, police administration, senior center, tax collector’s office

- Reduced technology expenses by $80k

- Reduced office supplies

- Issue RFP for legal services to reduce legal expenses
Cost Savings Measures (con’t)

- Recommending trash reduction program to reduce tipping fees by $150K – 200K

- Regionalized and negotiated lower costs for NESWC contract

- Debt service reduced by 9.05%
Other Budget Highlights

- Reserve Fund no longer includes a contingency for utility costs or perchlorate. (Utilities are now incorporated into individual departmental budgets)

- Compensation Reserve reduced from $400K to $100K.

- Retirement assessment +.72%

- Health insurance .30% increase due to favorable bid and negotiations
Budget Highlights (Cont’d)

- Restricted use of town vehicles to reduce maintenance and gasoline expenses
Enterprise Funds

- Water - no subsidy
- Ambulance - decreased subsidy by .96%
  - Subsidy FY09  47.32%
  - Subsidy FY10  46.36%
- Recreation - decreased subsidy by 10.33%
  - Subsidy FY09  25.43%
  - Subsidy FY10  15.10%
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 $77,311 to Capital Stabilization Fund for a total fund balance of $177,311.
FY2010 Projected Revenue

- Tax Revenue: $55,043,174
- Local Revenue: 6,252,618
- State Aid: 20,340,373
- Available Funds: 2,113,215
- Enterprise Revenue: 5,020,312
- Free Cash Applied: 1,816,071

- TOTAL 2010 Revenue: $90,585,763
Estimated Revenue / Available Funds FY10

- **State Aid**: $20.34M (22.46%)
- **Local Revenue**: $6.25M (6.90%)
- **Reserves**: $1.82M (2.00%)
- **Enterprise**: $5.02M (5.54%)
- **Other Available Funds**: $2.11M (2.33%)
- **Tax Revenue**: $55.04M (60.77%)
Possible New Revenue Sources

- Permitting software sales to other municipalities may produce $50K - $100K +
- Cornerstone Square permits & new growth
- Excess trash fees $38K
- Increased Fees & Fines
  - Town Clerk
  - Board of Selectmen
  - Fire Department
  - Other Departments
Other Fiscal Opportunities

- Inventorying town property for possible disposal or lease opportunities
- Ongoing preparation of 5 year budget projections
- Improving communication
- Establishing department head goals – performance reviews based on achievement
Conclusion

- Ongoing review and implementation of Commission for Efficient Town Government and Long Range Fiscal Policy Committee recommendations.

- Ongoing monitoring of the economy, state aid situation and local revenues.

- Commitment to protecting town services, infrastructure, and cost containment in order to maintain the town’s financial viability for now and in the future.