

TOWN OF WESTFORD

TOWN MANAGER

BUDGET

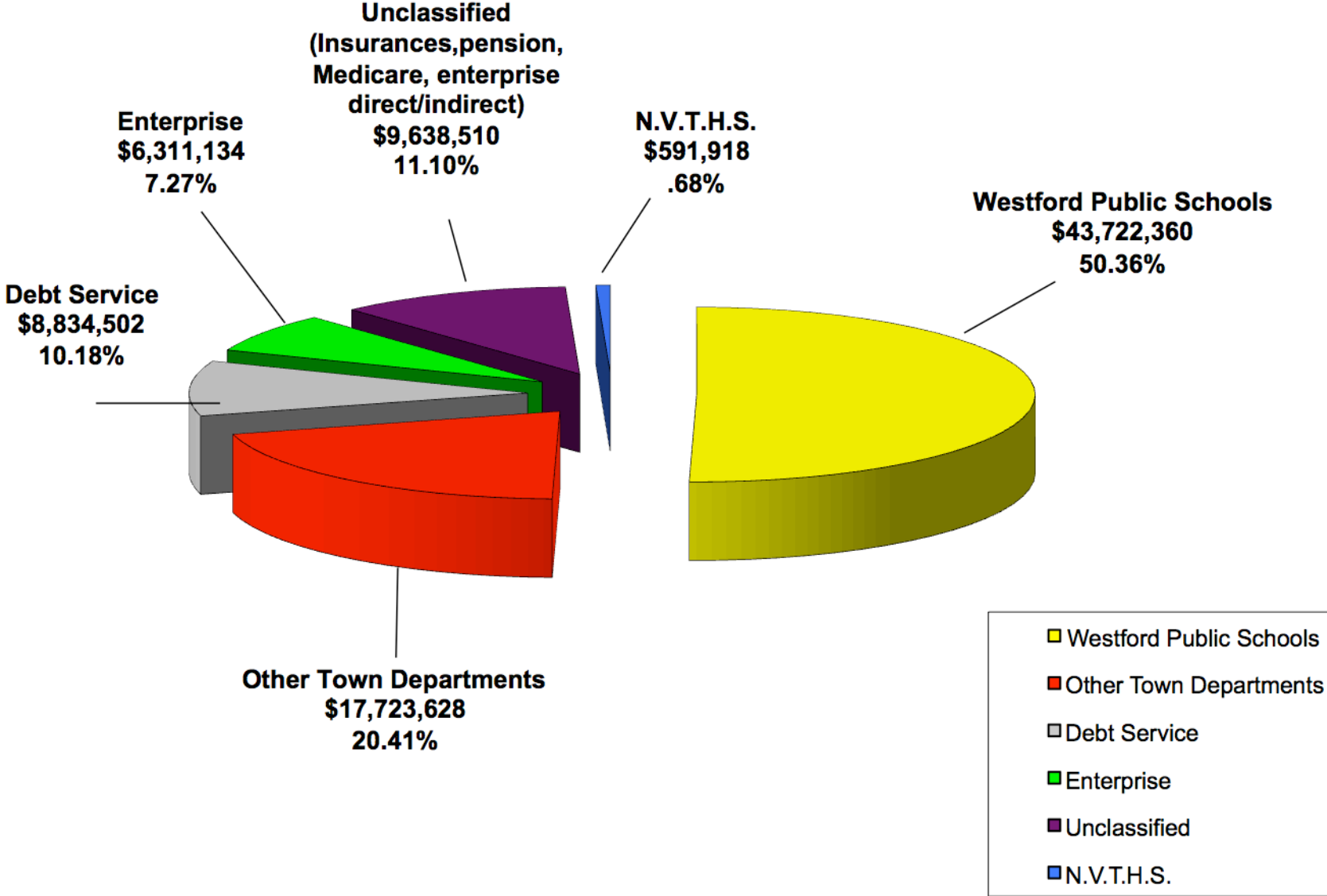
RECOMMENDATION

FY 2010

March 10, 2009

FY2010 Recommended Budget

Fiscal 2010 Operating Budget



Budget % Increase/Decrease

Total FY2010 budget	(1.32%)
Town operating budget	(4.65%)
Westford Public Schools	+2.30
NVTHS	(6.35%)

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%**

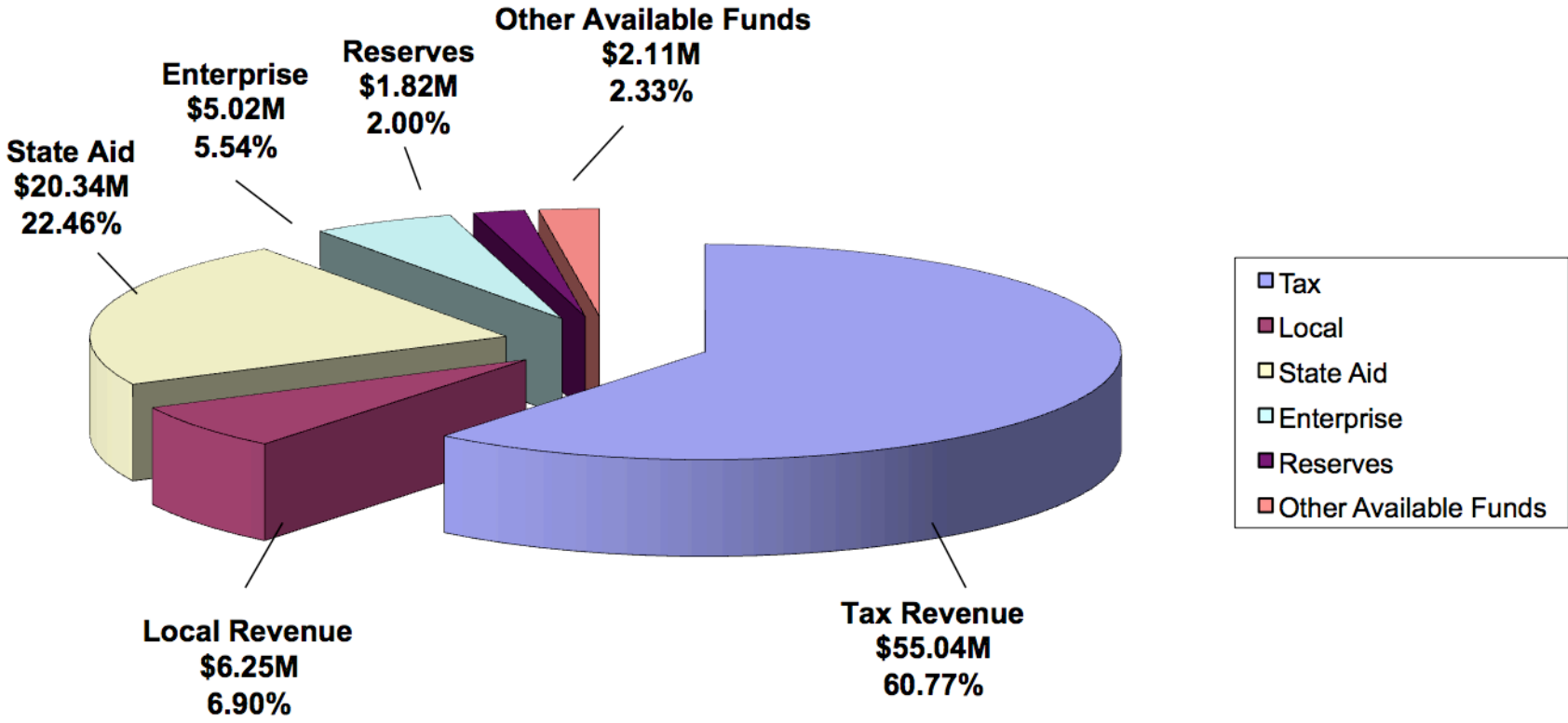
Capital Expenses

- **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.**

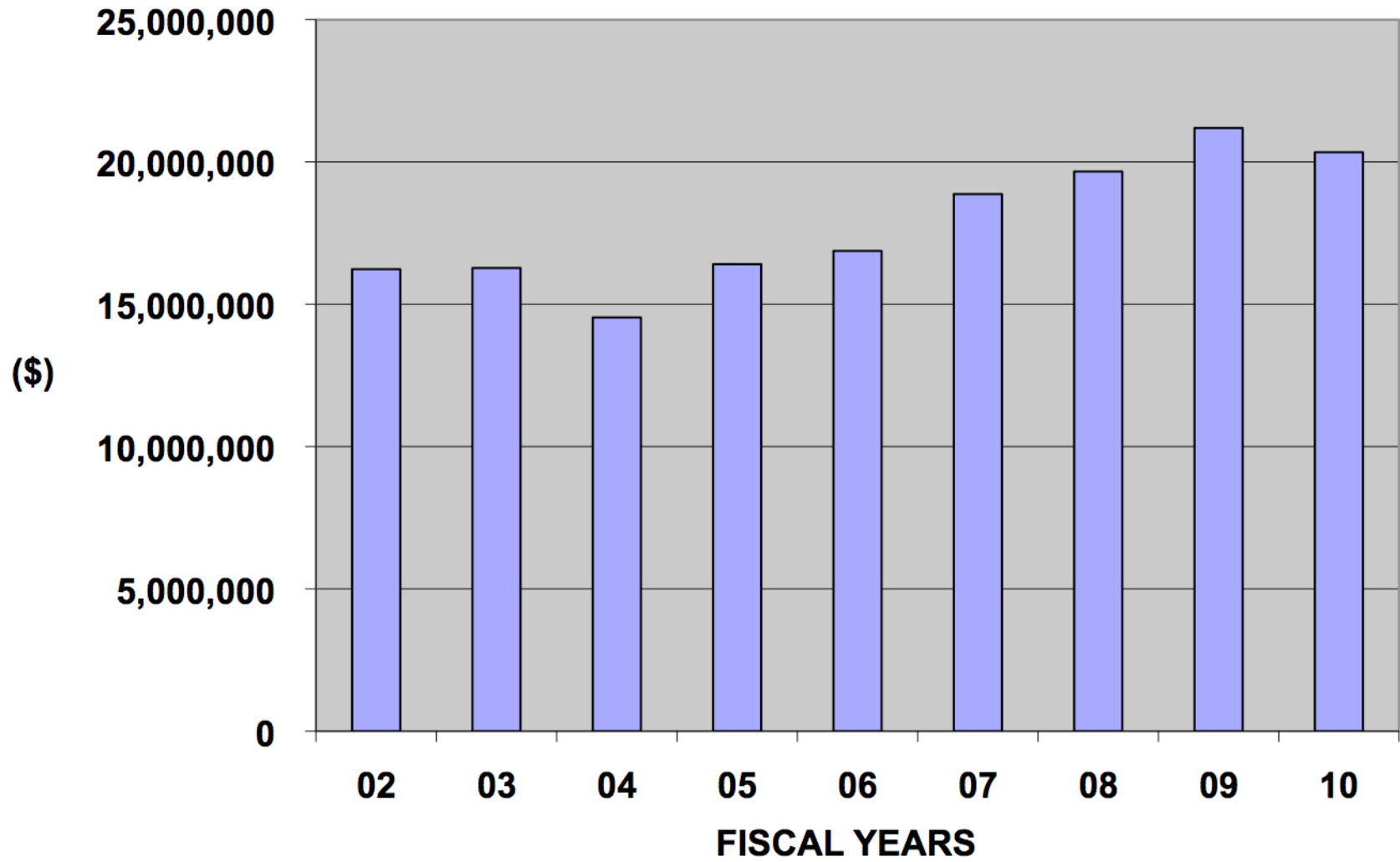
FY2010 Projected Revenue

• 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



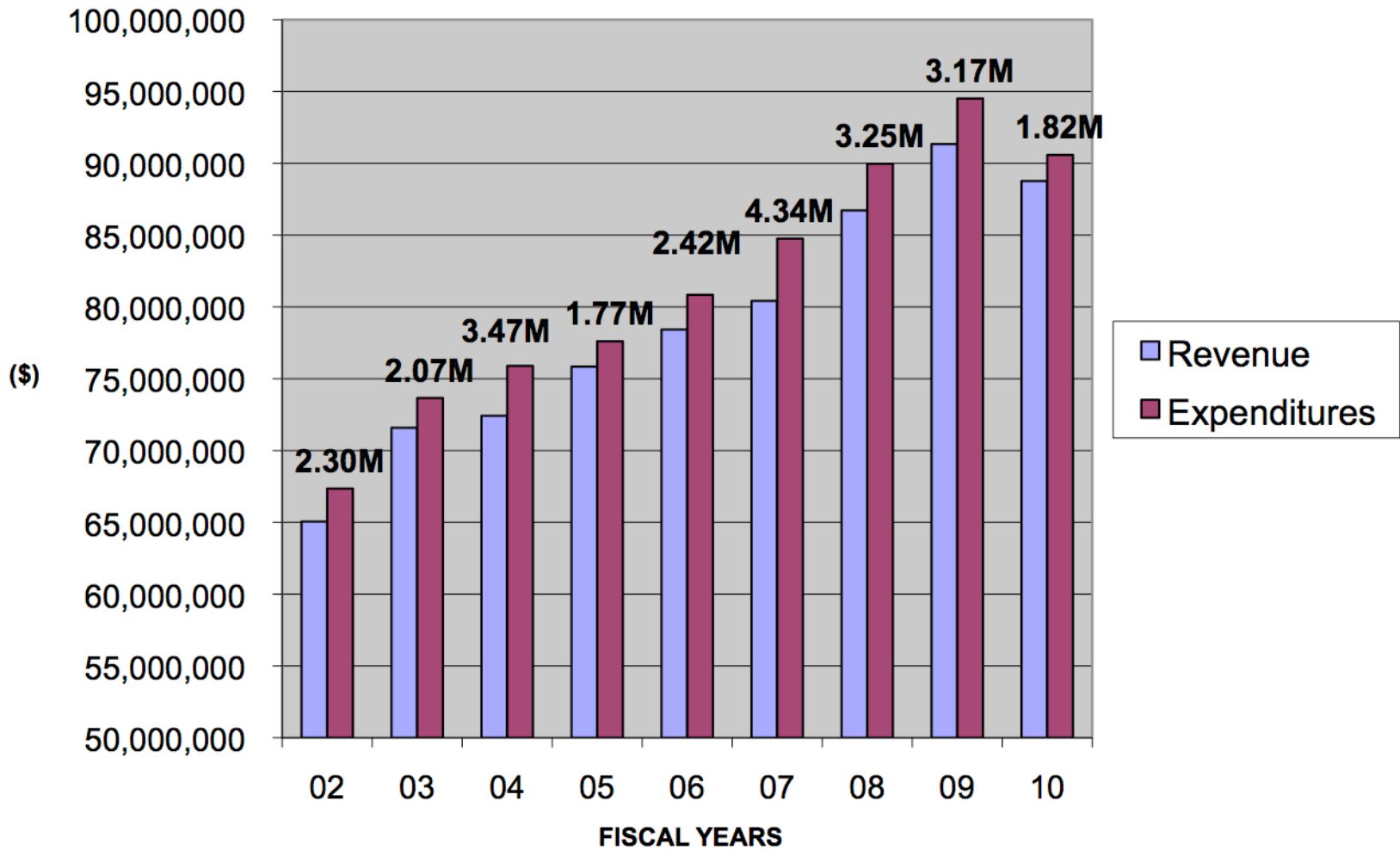
State Aid



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

Revenue vs. Expenditure Gap FY02 to FY10



Other Fiscal Opportunities

- **Inventorizing 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.**